

Champion Arlington Economic Development Strategy



**A Strategy
for our
Competitive Economic Future**

ACKNOWLEDGEMENTS

The City of Arlington would like to thank the Economic Development Steering Committee for their review and guidance in developing the Champion Arlington Economic Development Strategy.

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Additionally, the City of Arlington would like to thank Mac Holladay and Alex Pearlstein of Market Street Services Inc., who completed significant research and developed the strategic process and planning for Arlington. The process is a roadmap for a visionary economic future and has four parts: Current Realities; Target Cluster Review; Economic Development Study; and Implementation Plan.

The Champion Arlington Economic Development Strategy provides a summary overview of all the detailed work completed to prepare Arlington for its competitive economic future. To review all of the detailed documents related to Market Street Services' work, go to www.championarlington.com

Executive Summary

The City of Arlington has developed a new economic development strategy, which will strengthen the community's competitive future by creating an environment and customer service spirit that attracts new residents, consumer spending, quality investment and job creation.

Arlington, like many first-tier suburbs in the Metroplex, is entering a stage of maturity where growth has slowed and the need to diversify the tax base is critical to maintaining the quality of life our residents have always enjoyed.

In late 2005, City officials hired Market Street, an economic development consulting firm to study Arlington's economy and economic development structure. The information from the study, as well as input from the local community, particularly the Economic Development Steering Committee, have been combined to create the Champion Arlington Economic Development Strategy. This strategy outlines a game plan that will make Arlington successful as it competes for economic development opportunities in the region and across the country.

The new Champion Arlington Strategy is broad and covers a range of considerations necessary for Arlington to achieve a higher level of competitiveness, primarily:

- 1) Economic growth and diversification**
- 2) Workforce development**
- 3) Improved housing options and land use patterns**
- 4) More attractive quality of life**
- 5) A partnership-based approach to implementing initiatives and achieving Arlington's goals**

These goals are designed to address two critical aspects for moving Arlington forward - embracing Arlington's position in the Metroplex, and making the City's business climate and quality of life more competitive within the region.

Seventeen Objectives of the Champion Arlington Strategy

Goal 1: Grow and diversify the economy of Arlington.

- 1) Retain and expand existing companies.
- 2) Create, expand, and recruit companies in targeted business sectors.
- 3) Provide the resources and support necessary for entrepreneurs and small business people to create and sustain businesses.
- 4) Enhance the City government's provision of services and achieve a more sustainable revenue balance.
- 5) Develop a brand identity and comprehensive marketing strategy for the City of Arlington.

Goal 2: Maintain a competitive workforce.

- 6) Work to assist Pre-K and public school performance and regional perceptions of the City's school systems, with emphasis on the Arlington Independent School District.
- 7) Maximize the potential of Tarrant County College-Southeast Campus, University of Texas-Arlington, and other workforce development resources.
- 8) Provide the supportive resources necessary to maintain a competitive workforce.

Goal 3: Focus on redeveloping existing areas.

- 9) Foster revitalization of existing neighborhoods.
- 10) Pursue effective revitalization of Downtown Arlington and the Entertainment District.
- 11) Increase homeownership levels and improve housing options.

Goal 4: Enhance Arlington's quality of life.

- 12) Recruit more "knowledge" workers and young college graduates to Arlington.
- 13) Expand arts and cultural amenities in the City.
- 14) Develop more parks, trails, and other amenities for recreational activity.

Goal 5: Promote cooperation and inclusiveness in community initiatives

- 15) Enhance local pride and levels of engagement in the Arlington community.
- 16) Embrace Arlington's diversity when addressing community issues.
- 17) Achieve the full potential of using strategic partnerships to meet Arlington's goals.

The following section of the report will outline the goals, objectives, and Game Plan (or action steps) that must be taken to make the Champion Arlington Strategy a success. Also included in this section of the report are the performance measures or how we will "keep score" regarding our success and progress in implementing the strategy.

What's Next: Strategy Implementation

To be effective, this economic development strategy must be supported by the entire community. Public and private sector leaders throughout the city have a part to play in the successful implementation of the strategy's Game Plan. We all have a stake in ensuring that Arlington's economy is strong and vibrant. The strategy will require us to assemble and meld our community's resources, talents, and creativity.

Community Commitment – The Champion Arlington Strategy must be communicated throughout the community. The steps taken and the resources needed to achieve the Game Plan must be identified. The City and its economic development partners must ensure that the right resources are being applied in a timely way to this implementation.

Implementation Progress – Steps to achieve the short-term wins in the Game Plan must begin immediately, while groundwork will be laid to achieve longer-term goals. Timelines will be identified to organize efforts and resources for accomplishing the overall strategy.

Keeping Score – Progress made toward each goal in the Champion Arlington Strategy will be tracked. Performance measures and benchmarks will be reported on a regular basis.

This economic development strategy will continue to make Arlington a leader in the Metroplex. We will be a community of choice, known for our thriving neighborhoods, commercial and entertainment districts, well maintained infrastructure, good jobs, quality housing choices, and educated workforce. Implementing this strategy will ensure that Arlington has a winning future.

Introduction

Spurred primarily by technological innovations, the U.S. economy has changed dramatically in recent years. No longer can economic developers focus solely on recruitment of businesses to experience results; now, successful economic development means a more comprehensive process that recognizes the realities of the New Economy.

In this New Economy, the majority of job creation in the U.S. is in high-skill, high-technology fields and in service-based businesses. Communities that make the hard choice today to take the steps needed to improve not only their competitiveness in these growing sectors, but also the perception of their community's competitiveness, will be successful in the New Economy. Thus, a community's ultimate choice is: come together and work to improve, or, through inaction or political stalemate, allow the community to fall behind.

At the start of 2006, the City of Arlington faces that choice. Currently, the City is competitive in many important business climate factors, and has maintained population growth and rising real per capita income levels in recent years. However, Arlington's leaders cannot reasonably expect these trends to continue without strategic action. To maintain competitiveness within the Dallas-Ft. Worth Metroplex and ensure equitable economic prosperity for the long-term, Arlington must now take proactive steps to ensure the City is well-equipped to remain competitive in the New Economy.

One primary means of maintaining competitiveness will be to use Arlington's position as an "inner-ring suburb" in the Metroplex to its advantage. However, to use that position, due to a shortage of available land, Arlington will have to focus on revitalization – a process that should include what the Urban Land Institute has identified as the nine keys to successful inner-ring suburb revitalization. The *Champion Arlington Economic Development Strategy* accomplishes the following key issues, to:

- Solicit participation from local leadership/neighborhood organizations to ensure a grass-roots approach to initiatives;
- Focus on leveraging the natural competitive advantage of location by upgrading housing stock and ensuring a clean, safe community;
- Use "what you are" and preserve and highlight the community's historic buildings, heritage, and other distinguishing features;
- Facilitate homeownership and business ownership to ensure a more stable community;
- Maintain the competitiveness of the school system, and the perception of its competitiveness (which includes working with local real estate agents);
- Incorporate the participation of multiple members of the private sector, and make the City's regulatory process and guidelines favorable to development;
- Embrace the principles of smart growth, i.e. foster mixed-use, mixed-income, and high-density environments;
- Be committed to working with regional partners, and building partnerships with neighboring communities; and
- Measure success and maintain ongoing progress, which can best be achieved via a strong commitment and investment from both the public and private sectors.

This economic development strategy – **Champion Arlington** – provides Arlington with the opportunity to address the community's most pressing needs and to come together behind a strategy for progressive and sustainable change. The benefit that will come from successful implementation of the goals, objectives, and game plans contained in this strategy will positively impact the lives of all Arlington residents, and the operations of all Arlington businesses – both large and small. The strategy will enable the community to be one of the premier cities that recognized early the need to respond to the realities of the New Economy.

Arlington is committed to being a pre-eminent city, providing an exemplary environment in which to live, learn, work and play.

Vision	Goals	Objectives
<p>Business community of choice</p> <ul style="list-style-type: none"> • Possessing a comprehensive strategic plan to ensure the City continually examines and improves its economic development structure • An expanding commercial tax base • A vibrant and thriving Downtown • A satisfied constituency of business owners • Sustainable economic prosperity for all Arlington citizens 	<ul style="list-style-type: none"> • Grow and Diversify the Economy of Arlington • Maintain a Competitive Workforce • Focus on Redeveloping Existing Areas • Enhance Arlington's Quality of Life • Promote Cooperation & Inclusiveness in Community Initiatives 	<ul style="list-style-type: none"> • Create, expand, and recruit companies in targeted business sectors • Retain and expand existing companies • Provide the resources and support necessary for entrepreneurs and small business people to create and sustain businesses • Enhance the City government's provision of services and achieve a more sustainable revenue balance • Develop a brand identity and comprehensive marketing strategy for the City of Arlington • Work to improve Pre-K through 12th grade public school performance, student preparedness, and perception of the system • Maximize the potential of Tarrant County College – Southeast Campus, University of Texas – Arlington and other workforce development resources • Provide the supportive resources necessary to maintain a competitive workforce • Foster revitalization of existing neighborhoods • Pursue effective revitalization of Downtown Arlington and the Entertainment District • Increase homeownership levels and improve housing options • Recruit more “knowledge” workers and young college graduates to Arlington • Expand art and cultural amenities in the City • Develop more parks, trails, and other amenities for recreational activity • Enhance local pride and levels of engagement in the Arlington community • Embrace Arlington's diversity when addressing community issues • Achieve the full potential for using strategic partnerships to meet Arlington's goals

Champion Arlington Economic Development Strategy

Goal 1: Grow and Diversify the Economy of Arlington

CREATE, EXPAND, AND RECRUIT COMPANIES IN TARGETED BUSINESS SECTORS

Based on pre-existing community strengths and desired economic outcomes, the businesses Arlington is targeting include:

- Advanced Materials and Manufacturing
- Health Care and Life Sciences
- Hospitality and Tourism
- Logistics and Trade
- Professional, Business and Information Services

“Arlington needs more competitive-wage job opportunities to improve the overall economic health of the City.”

These businesses would provide Arlington with the ideal economic balance and success.

Game Plan:

For All Target Businesses:

- Recruit these targeted businesses and complimentary business sectors to the area.
 - Formalize a process to create buyer-seller linkages by identifying opportunities via direct communication with existing firms.
 - Encourage representatives from existing employers to assist with recruiting by developing personal relationships with prospects.
 - Identify the target businesses as local priorities in marketing materials and at trade and industry shows.
 - Provide current data on the economic dynamics of Arlington and the region to prospects and site selection professionals.
 - Work with local, state, and national elected officials to ensure incentives are available for qualified target businesses.
- Ensure that existing firms in the target sectors have resources to effectively expand.
 - Establish and expand business councils for businesses in the Logistics and Trade sector and the Professional, Business, and Information Services sectors, like those that exist for the other three sectors. These councils should share challenges and opportunities, communicate with economic development officials, and ensure training is offered in the community for their jobs.
 - Ensure that local firms have a qualified and motivated workforce locally.
 - Continue to identify and assist in resolving existing firms' infrastructure and related needs.
 - Provide competitive state and local incentives for incumbent companies to expand and grow, and aggressively advertise available incentive programs.
- Facilitate the creation of new firms in the target sectors.
 - Ensure that local small business development staff people are trained in the growth requirements and support needed for businesses in the target sectors.
 - Reorganize and expand local networking groups to create groups specific to each target. The charge of these groups should include small business creation and outreach services for small and medium-sized firms in the target sectors.

For Advanced Materials and Manufacturing Businesses:

- Redevelop the Great Southwest Industrial District and other sites suitable for this sector.
 - Address the most pressing needs in the district. These include repairing and upgrading streets, stricter code enforcement, aesthetic and functional upgrades to facilities, improvements to rail and truck transportation facilities, addressing crime and safety issues, and maintaining vital city services to the area.
 - Designate a key local official to oversee the successful revitalization of the industrial district.
 - Utilize existing property owner groups and associations in the area to advocate for property owner improvements and to lobby for public supported revitalization efforts.
 - Coordinate with the City of Grand Prairie on revitalization efforts.
 - Consider pursuing Tax Increment Financing for the district to upgrade and redevelop facilities.
 - Identify grant and other funding for redevelopment.
 - Raise awareness among Arlington's public and private leaders about the importance of reconfiguring the district to meet the need of modern business operations.
- Outside the District, identify road, rail, and utility-served development specific to the need of firms in the target sectors.
- Partner with state and local entities to comprehensively advertise available sites and facilities on an economic development website, and keep the information current.

For Health Care and Life Science Businesses:

- Develop a recruitment strategy to attract physicians and other health care professionals to live and work in Arlington.
- Assess the need for transitional residential services for older adults, Alzheimer's and other specialty care centers, and other opportunities for growth in the Health Care services sector.
- Increase the capacity of TCC and UTA to prepare students for growing occupations in the Health Care and Life Science fields.
- Partner with UTA to ensure funding and other support for the new Smart Hospital initiative.
- Encourage all businesses to offer competitive health benefits for their workforce.

For Hospitality and Tourism Businesses:

- Develop a comprehensive Arlington Tourism Plan to expand the tourism economy in Arlington.
 - Develop a plan with the assistance of the current attractions and other Hospitality and Tourism firms.
 - Focus on product and venue development that will result in year-round attractions, second-day attractions, and family and retiree oriented attractions.
- Locally promote the importance of a strong, diverse tourism economy by communicating directly with key public and private officials, and garnering the support of the media.
- Provide customer service and soft skill training at the Center for Continuing Education and Workforce Development to create positive, educated ambassadors.
- Develop a program that encourages and helps individuals interested in opening boutique restaurants and retail stores, art galleries, and similar amenities in Arlington.
- Aggressively market Arlington's Entertainment District for special events to expand sports and special-event tourism.

For Logistics and Trade Businesses:

- Identify potential relationships between incumbent distribution firms and local producers and suppli-

ers and/or identify outside companies and consultants to develop logistic components for Arlington businesses without existing distribution services.

- Redevelop the Great Southwest Industrial District and other sites suitable to logistics operations.
- Lobby for the timely completion of funded and proposed transportation improvement programs at the local, state, and federal levels.
- Work with local, regional, and state transportation planners to integrate priority transportation improvement needs of local companies into future planning efforts.
- Partner with the Arlington Municipal Airport and the DFW International Airport to facilitate the effective movement of local goods, and identify and resolve needed upgrades and services.
- Sell the Arlington Municipal Airport as a key location advantage of the City.
- Sell and leverage Arlington's proximity to the DFW International Airport.
- Determine the feasibility of creating truck driving, systems engineering, distribution technology or other degree programs that should be offered at TCC or UTA.
- Develop a program for those interested in becoming self-employed wholesale brokers or opening wholesale distribution businesses.
- Promote the transition of UTA's Radio Frequency Identification (RFID) related research into new product or process based ventures in the logistics field.

For Professional, Business and Information Services Businesses:

- Interview local firms in all sectors to identify what types of professional services they currently obtain from firms located outside Arlington, and what changes could be made to encourage them to obtain these services locally.
- Increase the amount of "Class A" and "Class B" office space, through identifying sites suitable for office space development, offering incentives, and providing marketing/information packets about available space.
- Work with existing firms to expand their advertising and marketing efforts.

RETAIN AND EXPAND EXISTING COMPANIES

A full-scale, best-practices program should be implemented that visits and contacts existing businesses about retention and expansion issues. The City of Arlington needs a program to ensure that the issues of a variety of existing businesses are communicated and heard and that economic development representatives take proactive steps to help these companies to expand their operations.

"Some of a community's greatest assets are the businesses currently operating in the area."

Game Plan:

Expand the current business retention and expansion program.

- Staff a business retention and expansion contact program with at least one or two knowledgeable professionals dedicated to the program's success.
- Ensure that a survey instrument is used that reflects the full spectrum of potential business needs and concerns Arlington is addressing in the implementation of this strategy.
- Develop a call-sequencing schedule that prioritizes Arlington target businesses.
- Structure visits/interviews to collect as much varied and industry-specific information as possible.
- Determine whether the existing database is adequate for the expanded program.

Ensure that businesses have the support necessary to be successful.

- Make a priority of the business retention and expansion program to address identified company needs in a timely manner.
- Develop a comprehensive international trade development program and a government procurement assistance program.
- Ensure existing businesses are provided with the needed support in the areas of financial management, strategic business planning, incorporation of technology into business processes, navigating the regulatory process, obtaining workforce development assistance, expanding marketing efforts, and issues related to operational effectiveness.
- Partner with state and area officials to ensure that the needs of these businesses are met.
- Identify all local, state, and federal monies to fund area programs and provide expansion and relocation incentives.

Develop support programs for minority-owned neighborhood-based businesses.

- As a part of a Business Expansion and Retention Program, develop a calling program directed at minority-owned neighborhood-based businesses, with the assistance of all the local Chambers of Commerce.
- Work with the necessary local, state, and national officials to respond to the needs identified by these businesses.
- With the local Chambers of Commerce, develop a strategic action plan that addresses the primary needs of Arlington's minority-owned neighborhood-based businesses.
- Investigate the feasibility of a permanently staffed Minority Enterprise Program for Arlington.
- Pursue the possibility of establishing Empowerment Zones for the most in-need neighborhood business districts, and identify state and federal grants to support their revitalization.

PROVIDE THE RESOURCES AND SUPPORT NECESSARY FOR ENTREPRENEURS AND SMALL BUSINESS PEOPLE TO CREATE AND SUSTAIN BUSINESSES.

Research has shown that most job growth in the U.S. is derived from small business development and expansion. There are two types of small businesses that Arlington should focus on – high growth firms based on a new product or process, and lifestyle businesses. Both can help strengthen the local economy by providing stronger earnings potential for the workforce.

Work must be done to augment the extensive contributions of the Arlington Chamber's Entrepreneur Center and the University of Texas at Arlington's research activities which create an environment conducive to high-growth venture development. Additional actions must be taken to foster the cultural shift needed to encourage more small business ownership.

“Creating the support structure necessary to convert a business plan into a successful venture is a critical component of a comprehensive economic development strategy.”

Game Plan:

Fully support and leverage existing small business development efforts and resources.

- Aggressively proceed with plans to develop the Entrepreneur Center and ensure its success, emphasizing assistance in starting a new business, identifying sources of capital, and navigating the City's regulatory process.

- Expand the Arlington Technology Incubator to include office-based businesses.
- Co-locate the Entrepreneur Center and the Incubator to avoid service overlap.
- Establish the Arlington Entrepreneur Networking Group to host regular activities for client companies, prospective entrepreneurs, University faculty and researchers, local small and large business owners, potential investors, and venture capitalists.
- Pursue opening a local chapter of the Service Corps of Retired Executives or another structured mentoring program.
- Support the Chamber's "A+ Arlington" program's ongoing entrepreneurship and career awareness programs at the City's public schools, and seek to expand programs.
- Establish pilot youth entrepreneurship initiatives with the Boys and Girls Club of Arlington or a similar after-school program.
- Assess the quality and availability of other regional services and support for Arlington-based companies and aspiring entrepreneurs and consider strategic alliances with other regional service providers.

Expand the research and development capacity of UTA.

- Develop partnerships to assist the University, as needed, in the recruitment of new faculty.
 - With the help of the Chamber, identify high-quality faculty to recruit, introduce recruits to the attractions of living and working in Arlington, and offer job search assistance for spouses of new faculty.
- Identify how the Chamber can help the University in its annual fundraising campaign to support an expansion of available capital and R&D activities and new faculty hires.
- Continue to develop community partnerships with the University that will identify ways to help UTA attain its goal of becoming a Tier I research university.

Maximize the impact of the Arlington Technology Incubator.

- Expand the Incubator's role in serving as the University technology broker.
- Maintain an active oversight on the part of each partner in the Incubator – the University, the City, and the Chamber – to ensure each is fulfilling its role in making the Incubator a success.
- Encourage a balance of both University and non-University affiliated client companies at the Incubator.
- Include UTA faculty and researchers in the networking activities of the Chamber, the Entrepreneur Center and the Incubator.
- Establish an initiative to provide ongoing support services to companies that graduate from the Incubator, as long as they are in Arlington.
- Develop incentives to encourage graduate companies to remain in Arlington.

Continue to host the annual World's Best Technologies Showcase.

- Raise awareness among City public and private leaders regarding the value of the event.
- Encourage ongoing participation of public and private leaders to ensure the event's success.
- Continue to encourage widespread attendance and participation at the showcase by local researchers and business representatives from UTA, the Arlington Technology Incubator, and the private sector.

Continue implementing the Arlington Research and Technology Initiative projects.

- Make it a local priority to continue to aggressively pursue the initiatives laid out in the Arlington Research and Technology Initiatives strategy of June 2005.

Develop sustainable local funding sources for entrepreneurs and small businesses, and leverage all potential financial resources.

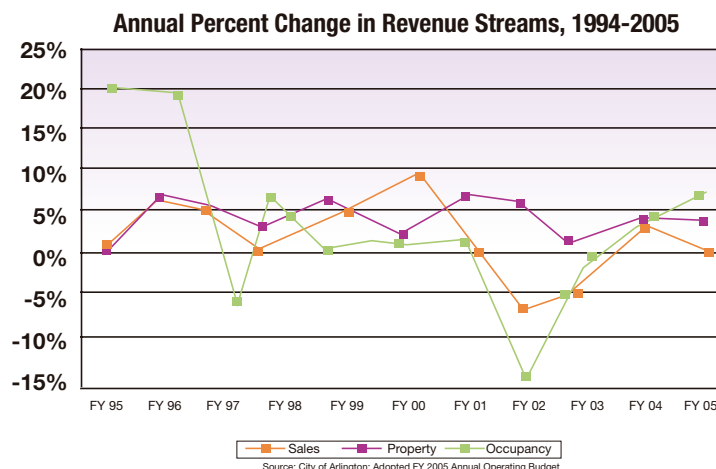
- Identify seed capital and other funding opportunities for research and small business development from local and regional angel investors, venture capitalists, private businesses, and the state and federal governments.
- Through ATI and the Entrepreneur Center, connect local small business owners with the wide range of funding sources available at the regional, state, and national level.
- Remain at the forefront of ensuring the success of the North Texas Regional Center for Innovation and Commercialization, and help local research partnerships leverage venture capital and research grant opportunities for the Center.
- Support the Chamber's work to establish an Arlington Angels Investors Network for both seed funding and venture capital and formalize the partnerships with existing angel networks in the region.
- Work with local financial institutions to ensure they are utilizing all available U.S. Small Business Administration local programs.
- Partner with the Dallas/Ft. Worth chapter of Accion Texas to assist minority residents and new immigrants with obtaining micro-enterprise loans and other support programs.

ENHANCE THE CITY GOVERNMENT'S PROVISION OF SERVICES AND ACHIEVE A MORE SUSTAINABLE REVENUE BALANCE

To maintain its competitiveness in the region, the City must improve service delivery to create a more attractive climate for business. Surveys and community input indicate that, whether real or perceived, the City permitting process, road and highway conditions, and overall City service capacity are not positively perceived by citizens and those outside the City. This challenge to deliver quality services has been attributed to the recent decline in certain City revenues, including its second largest funding source - sales tax.

Given this trend, the City must make more strategic decisions about how to make municipal service delivery less reliant on sales tax revenue and should develop a more diversified tax base to better achieve and maintain fiscal health.

"Arlington's position in the center of the Dallas-Fort Worth metropolitan area is one of its most defining attributes."



Game Plan:

Ensure that businesses and individuals receive permits in a timely and seamless manner.

- Develop a partnership between City staff and the local and regional development community to improve the development process in Arlington.
- Open a One-Start Shop so that individuals and companies can comply with City regulations at one time in one place.
- Train front-line City staff participating in the development process in customer service, and recruit customer-friendly employees to these jobs.
- Raise awareness, through media coverage, of the customer and process improvements in the City's development area.

Improve the condition of local roads and highways, and the provision of key City services.

- Secure additional funding for City streets and highways.
- Lobby elected officials at all levels for funding to increase accessibility to and within the City, including mass transit, north-south arterials development, and enhanced accessibility to I-30.
- Focus community policing efforts in real or perceived high-crime areas.
- Respond quickly to specific business infrastructure needs.
- Aggressively seek grants and other funding options for road and highway improvements.

Broaden awareness of the positive impact of implementation of this strategy on the tax digest.

- Ensure that public and private community leadership understands that the implementation of this economic development strategy will result in a more balanced and sustainable tax base.
- Identify programming needs for incarcerated and recently released juvenile offenders, as well as initiatives that work to prevent juvenile crime.

Raise awareness about local efforts and results to improve Arlington's schools.

- Communicate education initiatives and results to local and regional real estate agents.
- Utilize local and regional print, radio and television media outlets to highlight initiatives and positive results.

DEVELOP A BRAND IDENTITY AND COMPREHENSIVE MARKETING STRATEGY FOR THE CITY OF ARLINGTON

Whether it is a company selling widgets, or a local community selling itself as a place to live, work, and visit, a compelling brand and marketing message are persuasive tools for an effective sale. In the arena of economic development, an effective brand must primarily 1) differentiate a community from its competitors; and 2) be a true representation of what the community is and what it has to offer to prospective residents, business owners, site selection personnel, and visitors. For Arlington, the brand identification and marketing strategy development process is critical to the community's economic development success.

Game Plan:

Develop a brand with national significance and a comprehensive marketing strategy for the City of Arlington.

- Solicit the services of a team of advertising/marketing and economic development professionals to work with community leaders to develop a brand and marketing strategy.
- As part of the process, create a state-of-the-art and informative website to serve as a stand-alone “Champion Arlington” portal and point of first contact for site-selectors and relocation specialists researching Arlington online.
- Publicize Arlington’s new brand and message through a multi-phase, multi-channel campaign, which would include print, online, and electronic media advertising; personal contact with site-selection professionals by hosting them in Arlington and visiting them in their home offices; a strategic recruitment effort, focused on fulfilling buyer-supplier matches; and a public relations campaign.

Keeping Score:

<u>Performance Measure</u>	<u>Benchmark</u>
Job growth rate	1.0% annually
Net new jobs created by existing businesses	30% of total net new jobs annually
Unemployment rate	Below 4% annually
Labor force participation rate	Above 85% annually
Real per capita income growth rate	1.0% annually
Prospective new business leads from existing businesses	10 per year
New business starts	2% increase in number annually
Job growth rate of businesses in target sectors	5% annually
Percent of firms owned by minorities	Texas average for that year
Arlington Technology Incubator graduate retention rate	75% annually
Customer satisfaction with turn-around time of permit requests	85% satisfied annually
Poverty rates (total population)	Below 10% annually
Median household income growth rate	1.5% annually
Special events of national prominence	Starting in 2009, at least one per year

Existing Chamber of Commerce contracted performance measures

Increase the City’s commercial tax base through private capital investment	\$250 million annually
Increase annual net job growth to increase the total number of Arlington jobs	8% annually
Create and retain jobs as a result of the Chamber’s direct efforts	800 jobs
Increase the mean earnings of employed people in Arlington	13% by FY 2009
Promote private investment within the Downtown TIF District	\$5 million annually

Goal 2: Maintain a Competitive Workforce

WORK TO ASSIST PRE-K THROUGH 12TH GRADE PUBLIC SCHOOL PERFORMANCE, STUDENT PREPAREDNESS, AND PERCEPTIONS OF THE SYSTEM.

In today's knowledge-based economy, employers are increasingly focusing on the skill levels of the workforce. Additionally, the capacity to build upon those skill levels is a critical component of a community's ability to remain competitive for the long-term.

No factor is more critical to educational and workforce development in Arlington than public schools and the quality of high school graduates.

"The large percentage of the population under the age of 17 suggests strong future workforce growth as these individuals age into the workforce."

Percentage of Students Meeting TAKS Standards, 2004

	ARLINGTON ISD	REGION 11	TEXAS
Grade 3 (English)	82%	88%	86%
Grade 3 (Spanish)	71%	70%	74%
Grade 6 (English)	81%	79%	74%
Grade 6 (Spanish)	58%	56%	48%
Grade 9	64%	64%	59%
Grade 10	53%	54%	50%
Grade 11	78%	77%	73%
All Grades	70%	72%	68%

Source: Texas Education Agency

Arlington must take a leadership role to enhance the public school system to ensure the community's business climate competitiveness.

Game Plan:

Create an Arlington Education Task Force focused on improving student performance and assisting school administrators and educators with the coordination of effective student development.

- Ensure broad representation of key stakeholders on the Task Force.
- Work with the Arlington ISD Education Foundation to identify needs and fund priority programs.
- Support the Chamber Foundation's focus on securing education and workforce development funds; consider grant writer to ensure concentrated effort.
- Pursue state and federal grants to fund Task Force initiatives.
- Focus Task Force efforts on educational performance issues and drop-out risk factors.
- Create a strategy for addressing curriculum needs, such as pre-k programs, math and sciences, reading, and ESL.
- Consider incentives such as increased teacher salaries and student loan forgiveness programs to increase educational quality.
- Develop recommendations for improving education programs and student performance in Arlington.
- Enhance the opportunities for students in the area of advanced academic coursework.
- Meet state and federal accountability standards.
- Enhance the integration of technology in student learning.

Broaden the availability of career-focused education and school-to-work opportunities in Arlington's public schools.

- Enhance partnerships with Arlington ISD, Kennedale ISD, Mansfield ISD, TCC, UTA, City, Chamber, and private sector leadership.
- Incorporate job shadowing opportunities for Arlington students in selected career and technology classes.
- Expand internship program opportunities for Project Lead The Way and business related occupations.
- Expand a cooperative training program to focus on trade and technical occupations in which participation guarantees placement upon graduation at a local participating company.
- Create an established network of business volunteers to mentor at-risk youth in Arlington; partner with Big Brothers Big Sisters of North Texas.
- Consider summer enrichment programs for minority youth.
- Expand a pre-RN program for high school students.
- Expand course offerings that provide high school students with college credit.

Develop a program focused on further addressing high school drop out risk-factors.

- Partner with local ISDs, businesses, community service and faith based organizations to structure the program.
- Involve teens in the identification of needs as well as the development and implementation of programs.
- Consider a concentrated program for the most at-risk groups, African American and Hispanic teenagers that includes mentoring, tutoring, career counseling, health education and services, crisis intervention, and sports and arts activities.
- Expand initiatives focused on preventing teenage pregnancy and eradicating teen drug use.
- Identify programming needs for incarcerated and recently released juvenile offenders, as well as initiatives that work to prevent juvenile crime.
- Expand credit recovery opportunities to ensure students are progressing toward graduation.
- Expand self paced credit programs targeting at-risk, over-age students.
- Expand extended year opportunities for at-risk students.

Raise awareness about local efforts and results to improve Arlington's schools.

- Continue to communicate education initiatives and results to local and regional real estate agents.
- Utilize local and regional print, radio and television media outlets to highlight initiatives and positive results.

Keeping Score:

<u>Performance Measure</u>	<u>Benchmark</u>
% of adults with at least a bachelor's degree	33% by 2016
% of adults with at least an associate's degree	10% by 2016
High school drop out rate.....	Below 4% annually
High school graduation rate	Above 82% annually
% of high school students participating in an internship, cooperative training, or regular mentorship program.....	At least 40% annually, beginning in 2011
Sites served by public transportation	At least two key employment destinations and two key neighborhoods by 2011
Ratio of capacity of licensed child care centers (home and center-based) to children ages zero to four.....	Maintain a 2:1 ratio annually

Goal 3: Focus on Redeveloping Existing Areas

FOSTER REVITALIZATION OF EXISTING NEIGHBORHOODS

Arlington must refocus its planning efforts accordingly to make the City a more attractive destination for both residents and companies within the Metroplex. Central to these efforts is improved land use planning and effective implementation of existing development controls. Land use patterns and pedestrian accessibility are key components to any community's overall attractiveness. The following strategies can help ensure that Arlington's future land use patterns and neighborhoods are functional, aesthetically pleasing, and inviting.

"Historically, Arlington has been a growing suburb, but the City's position in the Metroplex has changed due to the region's rapid growth."

Game Plan:

Update the City of Arlington's land use and transportation plans.

- Establish a vision and guidelines for future residential, commercial, and industrial development in the City.
- Reframe the plans and their implementation to focus Arlington's future development and land use patterns on revitalization and infill development.
- Directly address the land use and transportation planning needs of Downtown, the Entertainment District, Great Southwest Industrial District, and other critical neighborhoods and development zones in the City.
- Integrate pedestrian sidewalk and bicycle lane needs and design guidelines into the plan, to lay the groundwork for developing a comprehensive transportation network in the City.
- Revise and update Arlington's zoning and development regulations as needed to fully implement the plans.

Support efforts for region-wide land-use planning and transportation efforts.

- Work collaboratively to facilitate transportation decisions that will positively affect desired land use patterns.
- Pursue local and regional transit options.
- Explore and encourage policies and practices that will reduce congestion.

Implement initiatives to make existing neighborhoods more attractive places to live, do business, and visit.

- Host regular "beautification" days in existing neighborhoods to encourage local residents to take actions to improve the aesthetics of their neighborhood.
- Aggressively encourage expanded participation in the Community Litter Challenge event of the City's "Keep Arlington Beautiful" effort.

PURSUE EFFECTIVE REVITALIZATION OF DOWNTOWN ARLINGTON AND THE ENTERTAINMENT DISTRICT

In order to further capitalize on and fulfill the potential of the existing and planned investment and attractions of Downtown, the Entertainment District, and the overlay district, community and business leaders must think about how to holistically brand these areas as one and encourage further development. The City should work to build a sense of place within these three areas to entice Arlington's millions of annual visitors to shop, stay overnight, and visit multiple attractions while in the City. Developing the character of the area will truly make it a destination, promoting further residential and commercial revitalization in Central and North Arlington.

"The principles of sustainable, urban development are most effectively applied to existing older neighborhoods that often already have the narrower streets, sidewalks, and multi-use buildings in place that are necessary for a pedestrian-oriented environment."

Game Plan:

Hold regular meetings of the primary stakeholders responsible for the development of Downtown, the Lamar/Collins overlay district, and the Entertainment District.

- Regular meetings should encourage coordination of effort and continuity between projects (i.e. streetscapes, signage, road connectivity, etc.).
- Participants should discuss options for branding the central Arlington area (inclusive of Downtown, the Lamar/Collins overlay district, and the Entertainment District) in a way that will have city, regional, statewide, and national significance.

Maintain a consistent effort to effectively implement the Downtown Master Plan.

- Based on annual progress, each year develop a revised 12-month action plan and work towards its attainment until the Downtown Master Plan is a reality.
- Support UTA's implementation of its campus plan, recognizing the symbiotic relationship between the university and Downtown.
- Aggressively pursue available local, state, and federal grants and other monies to use for Downtown Master Plan implementation efforts.
- Pursue communications with absentee owners of downtown properties to investigate the potential for: 1) owner-funded improvements of these properties; 2) sale of these buildings to local investors; or, 3) land banking opportunities.

Create regularly-scheduled festivals and events to draw people to Downtown Arlington.

- Continue to effectively promote the events of the Arlington Central Library, Theatre Arlington, Museum of Art, and Johnnie High's Country Music Review.
- Consider weekly outdoor events like concerts, street fairs, and/or farmers' markets to draw people to Downtown Arlington.
- Plan and initiate large annual or semi-annual events such as a country music festival, and other large concerts/fairs, to make Downtown Arlington a regional destination.

Adopt an Entertainment District Master Plan which fosters prudent development and a sense of place.

- Engage residents, businesses, and community leaders in a visioning process to establish clear goals regarding the district's future development.
- Amend the current festival zone regulations to allow mixed-use development.
- Proactively guide future development with the adoption of design guidelines.
- Coordinate Entertainment District development with Downtown revitalization and the Lamar/Collins overlay district to create a sense of unity.
- Create/improve pedestrian linkages and extend existing trolley service within the Entertainment District to Downtown and the overlay district once it is built out.

INCREASE HOMEOWNERSHIP LEVELS AND IMPROVE HOUSING OPTIONS

Housing is a critical component of a community's viability. Housing quality, price, and availability can help set attractive and livable cities apart from others. It is imperative for Arlington to monitor and respond to changes in its housing market to ensure that the needs of current and future residents are met. Housing issues must be addressed to make Arlington a more attractive destination within the Metroplex.

According to the community input process, housing quality is a significant area where Arlington is losing ground.

Game Plan:

Redevelop aging and overcrowded multi-family units and set standards for new development.

- Enact and enforce stricter building codes for all new development.
- Work with local partners to ensure the Chamber affiliated-Central Arlington Housing Development Corporation (CAHDC) fulfills its goals and business plan initiatives as outlined in the December 2005 document, Housing: A Critical Component of Our Economic Development Strategy.
- Determine what favorable loan programs or other incentives the City can develop to incentivize housing development.
 - Explore the creation of a Multi-Family Housing Rehabilitation Loan Program.
 - Offer developer incentives for reserving a number of affordable units within new or redeveloped MF, PUD, & MU developments.
- Ensure the City's development regulations for housing are updated/created to accommodate and encourage development of the most-in-demand forms of housing.
 - Particular emphasis should be placed on high-density housing.
 - Encourage the development of amenities associated with high-density housing that appeal to "lifestyle" renters.

Educate local and regional developers about the benefits of building in Arlington.

- Contact local and regional developers via the CAHDC to determine their willingness to initiate local projects and address perceived barriers to investing in Arlington.
- Conduct assessments of area housing districts to build a comprehensive database of "redevelopable" properties.

- Consider commissioning a study to determine the preferred residential amenities desired by regional homebuyers.
- Distribute informational packets to local and regional residential developers, to provide up-to-date information on area demographics and step-by-step guidelines for initiating a development project in Arlington.
- Advertise development opportunities in Arlington in specifically-targeted publications and websites.

Remove barriers to homeownership and upward mobility in Arlington's housing market.

- Work with a HUD-approved housing counseling agency to provide services in Spanish and to remain open at least one evening a week.
- Consider providing subsidized housing vouchers for Arlington working professionals such as teachers, nurses, police and fire personnel, and social service officers.
- Incorporate rental assistance with the existing services at Center for Continuing Education and Workforce Development (CCEWD) to help residents by co-locating skill development and housing assistance programs.
- Provide auxiliary services at CCEWD or referrals for services that help increase disposable income levels and thus expand housing purchasing power.
 - Provide free tax preparation services to give residents greater accessibility to federal earned income tax credits.
 - Create networks that link renters with subsidized or reduced rate health and child care services.
 - Encourage personal savings via a financial counseling program, and possible development of a savings incentives program.
- Implement the Deep Dive program to improve housing options and become a nationally recognized best practice City for urban housing development.

Keeping Score:

Performance Measure

Benchmark

Best-practice comprehensive land use plan for the City	Plan complete by 2011
Amount of vacant buildings/sites in Downtown Arlington, Entertainment District, Lamar/Collins overlay district.....	No more than 25% by 2016
Number of mixed-used developments breaking ground	Three by 2011
Homeownership rate.....	Consistent with the annual national average
% of renter-occupied housing units with a gross rent of \$750 or greater.....	Consistent with the annual national average
Best-practice master plan for the Entertainment District.....	Plan complete by 2011

Goal 4: Enhance Arlington's Quality of Life

Providing an attractive quality of life in Arlington is essential to leveraging Arlington's central location in a major metropolitan area. A vibrant quality of life, one that includes a stronger emphasis on the arts and culture, will attract the highly desirable "knowledge" workers of the new economy to choose to live and work in the community, while at the same time attracting day and overnight visitors that contribute to Arlington's continued leadership in entertainment and tourism.

"More and more companies and skilled labor locate where they want- not where they must."

By strengthening these quality of life assets, Arlington will improve its ability to attract and retain new businesses that increasingly weigh a community's desirability in their location decisions.

RECRUIT MORE "KNOWLEDGE" WORKERS AND YOUNG COLLEGE GRADUATES TO ARLINGTON

Today's drivers of innovation and economic growth are commonly referred to as knowledge workers, or the "creative class," which tend to be college graduates in their 20's and 30's. To be competitive in recruiting knowledge workers and successfully generate the economic benefits a young, skilled workforce can provide, Arlington should consider the driving characteristics of communities like Austin, TX, Atlanta, GA, Raleigh-Durham-Chapel Hill, NC, and Charlotte, NC that are successfully attracting and retaining this key demographic:

- Variety of arts, entertainment, cultural, and recreational activities to complement a young executive's typically busy lifestyle.
- Social environment and culture that is diverse and open to new ideas.
- Large numbers of job opportunities (to provide the flexibility for the frequent job changes common among young professionals).
- Engaging urban neighborhoods with an authentic sense of distinctiveness (i.e. pedestrian accessible, mixed-use communities with a lively and interesting atmosphere).

A failing, or a perceived failing, in any of these criteria will make it difficult for Arlington to compete for knowledge workers within the Metroplex.

Game Plan:

Develop a marketing strategy aimed specifically at recruiting young knowledge workers/recent college graduates.

- Consider hiring professional services for the development of a brand, message, and materials for the marketing effort. This can be part of the marketing effort described in Goal I, or its own initiative (either way, the message needs to be carefully crafted to appeal to young professionals).
- As part of the message, use Arlington's central Metroplex location, proximity to Dallas-Ft. Worth International Airport, and affordable housing options as selling features of the community.
- Focus the strategy initially on the Metroplex and the State of Texas.
- Identify and partner with Arlington businesses that have openings for professional workers to help develop an approach to attracting applicants.
- Work with Arlington's businesses to introduce recruits to the area and help answer any relocation questions.
- Pursue potential incentives, such as housing vouchers, college loan forgiveness, and small business start-up assistance, for young professionals and recent college graduates to live and work in Arlington.
 - Work with local businesses that regularly hire professional workers to help develop and fund the incentive programs.

Create a graduate retention program for TCC, UTA, and other Metroplex colleges and universities, with a focus on helping graduates find jobs in Arlington.

- Work with Arlington businesses and Metroplex higher education institutions to create internship and co-op programs, particularly those that offer the prospect of employment after graduation.
- Host job fairs that target recent college graduates and are open to all of Dallas-Ft. Worth's colleges and universities.
- Use alumni networks to reach out to college graduates.

Increase opportunities for young professionals to be engaged in the Arlington community.

- Establish a young professionals group at the Chamber, with networking, social, and community service activities.
- Host joint young professional/entrepreneur program events

EXPAND ARTS AND CULTURAL AMENITIES IN THE CITY

Despite strong community assets such as Theatre Arlington, the Arlington Museum of Art, Symphony Arlington, Dance Theatre, and Metropolitan Classical Ballet, the City of Arlington lacks a strong cultural identity. It is important for the City to expand the availability of arts and cultural activities and the perception of that availability because it can have a positive impact on the community's vitality.

"Funding is a key need – and fostering more business support of the arts will likely be the primary means of achieving that"

Building Arlington's arts and cultural activities will both strengthen its tourism economy, and foster a quality of life attractive to knowledge workers and business owners. This objective is vital for Arlington to remain a competitive location for both recruitment and retention of residents and businesses within the Metroplex.

Game Plan:

Work to enhance the capacity of Arlington's arts community.

- Proceed with the Chamber's work to establish an Arlington Arts Council.
- Leverage federal, state, and private grant opportunities offered by the National Endowment for the Arts, Texas Commission on the Arts, and similar organizations.
- Consider an arts funding initiative that would require developers to pay a small fraction of project costs (one to two percent) to help fund the initiatives of the Arlington Arts Council.
- Partner with UTA's academic programs and student organizations in the performing and visual arts to identify ways to incorporate their work into existing and future arts and cultural activities in Arlington.
- Encourage the Arlington Museum of Art to attract outdoor art exhibitions to gain wider community visibility.
- Develop a program to recruit artists and artisans – and retain UTA visual arts and architecture graduates – to locate into subsidized studio space in low-cost housing and underutilized buildings/sites in central Arlington.

Capitalize on opportunities presented in Downtown, the Entertainment District, UTA, and Arlington's position in the Metroplex.

- Initiate partnerships among local galleries and other arts facilities to establish local "arts crawls," and other on-going and event-specific programs.
- Welcome the Cowboys in 2009 with public arts displays sponsored by local residents, companies, and UTA.

- Commission UTA visual arts and architecture students for a permanent public arts project for Downtown and the Entertainment District.
- Promote festivals with cultural art displays throughout Downtown and at the Arlington Museum of Art (e.g. the Texas Scottish Festival and Highland Games hosted at UTA).
- Work with Metroplex tourism groups and arts organizations to package regional “art crawls,” festivals, and similar events to establish Arlington as an arts destination within the metro area.

DEVELOP MORE PARKS, TRAILS, AND OTHER AMENITIES FOR RECREATIONAL ACTIVITY

An important component of quality of life is the availability of recreational amenities and public park space. Knowledge workers/creative people “value active outdoor recreation very highly and are drawn to places and communities where many outdoor activities are prevalent – both because they enjoy these activities, and because their presence is seen as a signal that the place is amenable to the broader creative lifestyle.”¹

As discussed in the Current Realities report, Arlington received average rankings for its recreation and leisure options. It is important to augment the community’s existing recreational amenities with additional facilities and parks so that Arlington can be considered a best-practice community in this regard. Furthermore, redevelopment and expansion of the community’s park and recreation system can be a key catalyst in the City’s overall revitalization efforts.

“Investment and pride in public facilities tends to have a synergistic effect on privately owned developments in the community.”

Game Plan:

Enhance the community’s supply of athletic and recreational infrastructure.

- Consider the creation of a referendum for voter approval designed to fund park and facility development in Arlington.
- Continue the success of River Legacy Park with another flagship project in South Arlington.
- Work with local/regional environmental and transportation planners, UTA Architecture, City and Regional Planning department talent, area foundations, national organizations, and citizen/private-sector volunteers to potentially develop a Rails-to-Trails network in Arlington.

Improve the City’s sidewalk network, expand bicycle lane coverage, and focus on public-space landscaping.

- Use a strategic planning process to assess the current state and availability of Arlington’s bike and pedestrian facilities, and develop an improvement plan.
- Encourage neighborhoods to work with the City of Arlington to improve landscaping and streetscaping.
- Ensure that public safety is a high priority by repainting crosswalks, installing walk signals, and so forth.
- Aggressively pursue state and federal financial assistance for initiatives.

Work with regional partners to achieve healthy air quality levels in the Metroplex, and to maintain an attractive environment for recreational activity.

- Be an active partner in the North Central Texas Council of Government’s Regional Transportation Council’s work to improve air quality standards in the Metroplex. The agency is already implementing a number of initiatives that Arlington’s leaders should help implement, as feasible.
- Arlington’s leaders should also support the work of the Texas Clean Air Working Group and the DFW Green Alliance.

¹ Florida, Richard. *The Rise of the Creative Class*. New York, NY: Basic Books, 2002, p. 173.

Keeping Score:

<u>Performance Measure</u>	<u>Benchmark</u>
% of the population between the ages of 25 to 34.....	18% by 2016
Number of arts and cultural activities and events in the City.....	Increase by 100% (i.e. double current number) by 2016
Number of regularly scheduled entertainment events in Downtown Arlington.....	At least one per month
Number of public arts displays in central Arlington.....	Increase by 100% (i.e. double current number) by 2016
Park and open space acreage per 1,000 residents	17.0 by 2016
Recreation centers per 20,000 residents	0.7 by 2016
Swimming pools per 100,000 residents	2.4 by 2016
Bike paths and multi-trail networks.....	Establish a regional network by 2016
Parcels of land with sidewalk coverage	25% by 2016
% of TCC and UTA graduates that remain in Arlington	20% by 2016

Goal 5: Promote Cooperation and Inclusiveness in Community Initiatives

ENHANCE LOCAL PRIDE AND LEVELS OF ENGAGEMENT IN THE ARLINGTON COMMUNITY

The culture and leadership of a community is one of the most significant components of successful economic development work – even the best ideas will fall flat if the leadership, partnerships, and community-wide buy-in are not there to support them. Community-wide buy-in is essential to get the support necessary to implement key initiatives.

“Many value living in a place where people are committed to investing in a positive future for their community.”

Game Plan:

Pursue an internal marketing campaign focused on enhancing local pride.

- Consider professional development of a brand, message and campaign materials.
- Utilize local print, radio and television media outlets to publicize campaign.
- Establish a program to educate employees of Arlington’s retail businesses on local amenities, attractions and history.

Achieve community-wide buy-in for the implementation of the *Champion Arlington Strategic Plan*.

- Utilize local print, radio and television media outlets to publicize the implementation of this strategy and successes.
- Host public forums with key stakeholder groups to discuss the strategy and best means for implementation.
- Solicit participation of local and regional organizations that have a mission related to strategy implementation.
- Proactively monitor benchmarks and performance measures and hold responsible parties accountable.

Formalize opportunities for interaction between community stakeholders and elected officials.

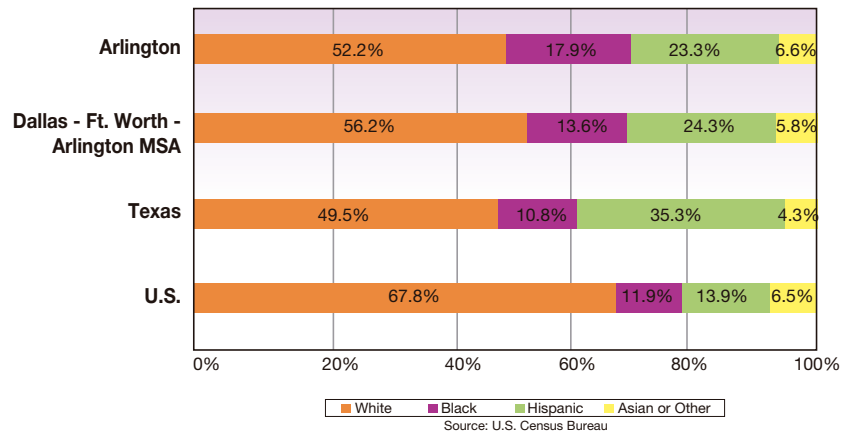
- Hold annual issue forums for elected officials and stakeholders to discuss key community initiatives.
- Continue to hold regular City Council Town Hall meetings on key issues in various neighborhoods of the city.
- Develop an expanded version of Arlingtonforums.net established for the Arlington 2025 visioning process to enable citizens and elected officials to engage in ongoing dialogues about relevant issues and concerns.

EMBRACE ARLINGTON'S DIVERSITY WHEN ADDRESSING COMMUNITY ISSUES

Arlington's diversity needs to be fully embraced, to ensure an inclusive environment in which every resident has the opportunity to pursue available jobs and the training necessary to obtain them, and all constituencies have the opportunity to contribute to the future of Arlington.

"The city is a very diverse community, with almost 18 percent of the population Black, about 23 percent of the population Hispanic, and about 7 percent of the population Asian."

**Race and Ethnic Composition, 2003:
Arlington, MSA, Texas, and U.S.**



Game Plan:

Implement initiatives focused on embracing Arlington's diverse population.

- Maintain a commitment to partner with minority Chambers of Commerce.
- Consider using the Study Circles model to host a session on diversity and bridging existing divides in Arlington.
- Investigate the development of a community structure to organize frequent and frank discussions on the challenges of maintaining an integrated community.
- Hold an annual forum on diversity to formalize interactions between Arlington's many constituent groups.

ACHIEVE THE FULL POTENTIAL FOR USING STRATEGIC PARTNERSHIPS TO MEET ARLINGTON'S GOALS

To achieve and maintain a competitive business climate, enviable quality of life, and prosperous economy in Arlington, the Chamber and City must work together as equal, collaborative partners in all economic development and community initiatives.

To leverage the value the Chamber and City can bring to the community's economic development work, a new public-private entity with oversight of the effort could be the best vehicle for Arlington's future efforts. This entity would enable the City to have a strong, collaborative role in the oversight of the community's economic development initiatives, and allow the Chamber to continue work on its programs.

"The most successful economic development efforts are always those that begin with a strong partnership of public and private organizations with the resources and vested interest to make the work a success."

In addition, Arlington's central Metroplex location provides the City the opportunity to leverage regional resources for the City's benefit. Regional approaches to economic development and related efforts are being embraced in recognition of the reality that most individuals and businesses operate at a regional, not local, level.

Game Plan:

Assess the viability of creating a new model for economic development in Arlington.

- Consider all relevant, best practice models to implement local economic development programs.
- Include key stakeholders in discussions of potential models.
- Determine if additional resources will be needed to implement the *Champion Arlington Strategic Plan* and economic development initiatives.

Pursue a public-private partnership approach to all community initiatives.

- Solicit the participation of local organizations that have missions which overlap with the purpose of community initiatives.
- Develop strategic alliances with local service providers to implement community initiatives to avoid duplication of efforts.
- Continue to utilize Team Arlington as the vehicle for working with state and federal governments.
- Maintain the commitment of organizations represented in the Arlington 2025 visioning process as well as other stakeholder groups to help implement vital city initiatives.

Pursue a regional approach to all relevant initiatives.

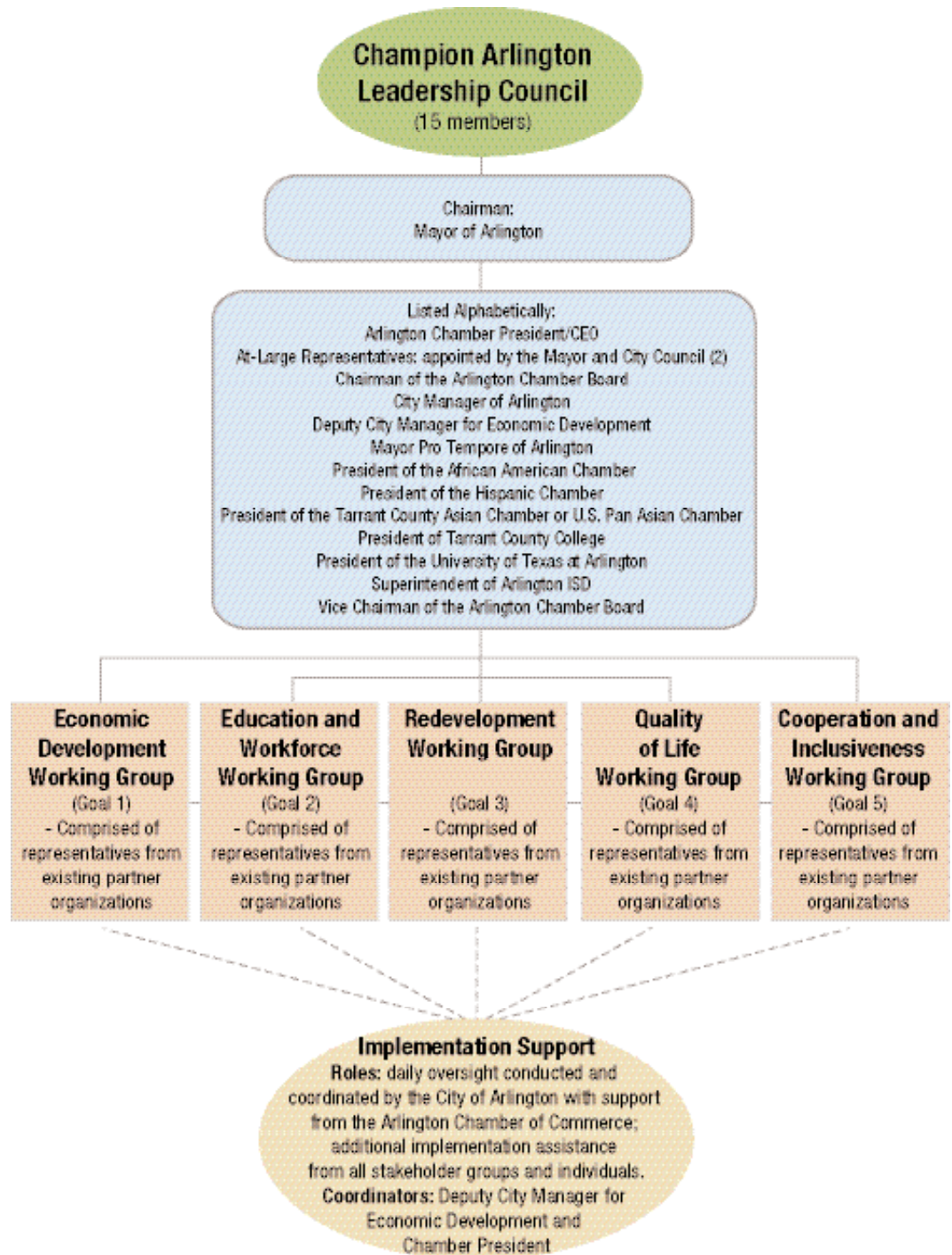
- Solicit the participation of regional organizations that have missions which overlap with the purpose of community initiatives.
- Key regional organizations and Arlington's leaders should have an on-going, positive and mutually-beneficial relationship.
- Community leaders should maintain an active role in identified regional organizations.
- Coordinate regional economic development and marketing efforts.
- Educate citizens and elected officials on the concept of regionalism; how Arlington and the rest of the region are interrelated and the benefits that can be achieved by working together.

Leverage opportunities and resources available from the State of Texas or state-wide organizations.

- Investigate opportunities with state-wide organizations and government agencies that can help Arlington achieve its goals.

Keeping Score:

Performance Measure	Benchmark
% of local initiatives pursued as a partnership of public and private leaders.....	90% by 2011
% of regional initiatives pursued as a partnership of City and Metroplex organizations	90% by 2011

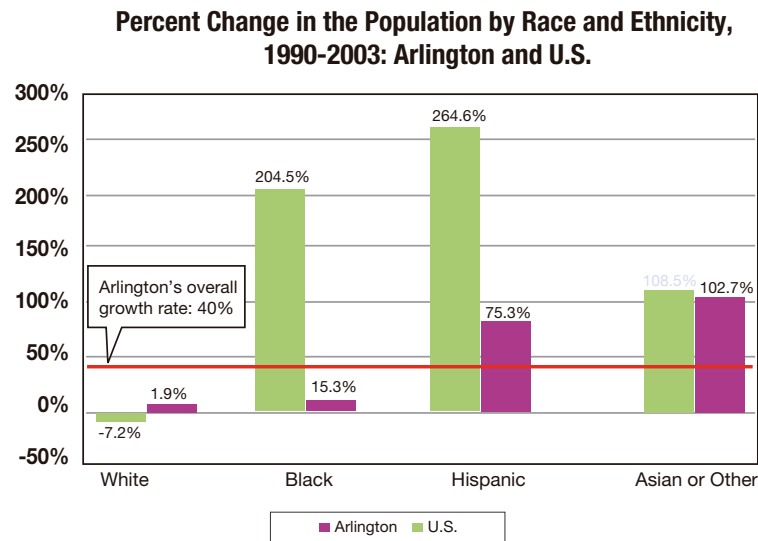


Team Stats/Facts and Findings

Arlington's Current Realities

ARLINGTON AND THE REGION

Arlington's position in the center of the Dallas-Ft. Worth metropolitan area is a key consideration of the nature of its demographics, economics, workforce/jobs balance, business climate, and quality of life. Most people and businesses considering Arlington are not comparing it to other places in the United States; instead, they have already selected the Dallas-Ft. Worth metropolitan area and are deciding where to locate within it. Enhancing the jobs, business climate, and quality of life of the City to entice people to both live and work in Arlington is the ultimate goal of this analysis and the forthcoming Economic Development Study Recommendations. Currently, Arlington is competitive, but the community's leaders will need to work together to make positive steps forward to further leverage its assets and maintain that competitiveness.



Despite the reality that economic development is regional in nature, the perspective of many Arlington stakeholders is that the City is falling behind its regional partners in terms of economic competitiveness and quality of life.

DEMOGRAPHIC AND ECONOMIC TRENDS ANALYSIS

The City has maintained a healthy population growth rate. However, the large portion of the population that children represent, potentially strain the education system and resources for youth. Additionally, the youngest portion of the workforce (18 to 35) has had a modest growth rate that needs to become more robust to ensure a sustainable labor force size. The City has become increasingly diverse, a positive for the community and a challenge to effectively leverage this diversity; however, the growing Hispanic population suggests the potential need to increase services for non-English speaking people.

The Arlington economy has strengths in a variety of business sectors, suggesting the foundation is there for building a healthier, more diverse economy. However, current income-levels are low, and community feedback suggests the need for more higher-paying job opportunities. The future of the General Motors facility will need to be carefully monitored, and efforts to alleviate the impact of seasonal job opportunities (which will only expand when the new Cowboys stadium opens in 2009) by creating more higher-paying jobs will be important for the well-being of the lowest-income portion of the workforce.

WORKFORCE/JOB BALANCE ANALYSIS

Currently, the City of Arlington is strong in many key indicators of the workforce and economy. The high labor force participation rates and low unemployment rates suggest the community is near full employment. The key concerns regarding the workforce are:

1. The near full employment of the workforce suggests a potentially tight labor market in the City. As the large youth population ages into the workforce the situation may resolve itself, if these individuals are effectively prepared for employment;
2. The community (and its tax digest) would benefit from locally employing a greater share of the approximately 60 percent of the workforce that commute outside the City for work; and
3. More skill-based, higher-paying employment opportunities would raise income-levels and quality of life for the lowest socioeconomic portion of the population.

Key Educational Attainment Data 2003

AT LEAST A	HIGH SCHOOL DIPLOMA	BACHELOR'S DEGREE	GRADUATE OR PROFESSIONAL DEGREE
Arlington	84.5%	30.0%	8.6%
Dallas-Ft. Worth MSA	81.9%	29.9%	9.5%
Texas	77.8%	24.5%	8.1%
U.S.	83.6%	26.5%	9.7%

Source: U.S. Census Bureau

The current educational attainment levels of the workforce are competitive, so the local economy can accommodate more higher-skilled, higher-paying job opportunities. The resulting strengthening and diversification of the local economy would alleviate the dependence on the many low-paying, often-seasonal retail, tourism, and professional sports-related jobs in the City.

Total Jobs, 2002 - 2004

	2002	2004	CHANGE
Arlington	189,191	192,358	1.7%
Tarrant County	699,411	697,985	-0.2%
Dallas-Ft. Worth MSA	2,768,778	2,790,815	0.8%
Texas	10,065,924	10,362,982	3.0%
U.S.	130,341,000	131,480,000	0.9%

Source: U.S. Bureau of Labor Statistics

BUSINESS CLIMATE AND QUALITY OF LIFE ANALYSIS

University of Texas at Arlington and Tarrant County College were consistently praised as key advantages of the City of Arlington's business climate. The lack of equivalent post-secondary resources in each of the comparison cities illustrates how unique and advantageous the presence of these institutions are for Arlington. The City's workforce and the business community need to take full advantage of them. The public school system in Arlington, on the other hand, has some key challenges that need to be addressed, because only by improving student performance and drop out rates can the City maintain its currently competitive educational attainment levels and reverse the trend of an escalating percentage of the population without a high school diploma.

Throughout the community input process, Arlington's location was cited as its most distinct competitive advantage. While the comparison cities can boast a similar advantage, it is rare that a city the size of Arlington is so advantageously located within the center of a major metropolitan area. Strong transportation infrastructure is essential in order to maximize the value of this advantage. However, many comments in the community input process were negative about the current state of the roads and highways in the City, as well as dissatisfaction with the lack of public transportation and connections to the mass transit systems of the Dallas-Ft. Worth area. Also related to infrastructure, the City can improve its competitiveness by proactively pursuing the most advanced telecommunications infrastructure to support wireless services in the community, a growing trend among technologically progressive cities in the U.S.

Related to the costs of doing business in Arlington, the availability of land is a concern, but there are available facilities and sites for smaller developments. Another key concern that was identified in the community input process was the need to develop best-practice zoning regulations and land use plans, enforce building codes, improve the physical layout of the City, revitalize the Great Southwest Industrial District, and achieve an appropriate mix of businesses and housing units. For the purpose of improving the City's image and sense of place, many focus group participants identified a need for more aesthetically pleasing and better maintained streetscapes and buildings.

Support for small business development will be important for Arlington's future economic health. Already the community is on the right track with the Chamber's efforts to develop an Entrepreneur Center, the successes of the UTA Technology Incubator, and the pursuit of opportunities to leverage services and capital from local and regional organizations. All of these efforts must expand further to ensure a strong support system for entrepreneurial growth in Arlington.

Arlington's location is a primary attraction of the community as a place to live, and to leverage that the community will need to improve both the perception and the reality of the City's quality of life. A key need related to Arlington's quality of life is to create a sense of identity by creating a more diverse, aesthetically pleasing environment as mentioned above, as well as developing cultural and related amenities that will contribute to the identification of an inviting brand for Arlington to which residents and outsiders will respond. Other key quality of life considerations range from the positive (the low cost of living, improving crime rates) to the more problematic (rising housing vacancy rates, less than optimum indicators of health care and child care, perception of poor civic engagement).

Cost of Living Index Comparison, Total and Components, 1st Quarter, 2005*

METRO AREA	TOTAL	GROCERY	HOUSING	UTILITIES	TRANSP.	HLTH CRE	MISC
Fort Worth-Arlington, TX	89.3	95.1	75.1	98.0	97.4	98.5	93.4
Santa Ana - Anaheim- Irvine, CA (Orange Co)	152.8	127.3	247.5	111.0	114.2	120.4	109.4
Denver - Aurora, CO	101.6	106.4	105.2	87.5	96.0	106.5	101.7
Phoenix - Mesa - Scottsdale, AZ	96.8	100.7	88.8	92.9	102.3	99.5	101.3

Source: ACCRA Cost of Living Index, May 2005; *100 = National Average

Conclusion

Overall, the City of Arlington is currently in a competitive position, allowing it to leverage its key assets and opportunities to enhance the attractiveness of its business climate and quality of life. This effort will require a comprehensive, community-wide effort with strong leadership from the City, Chamber, minority populations, and other organizations and constituencies key to the community's future. The challenges facing Arlington are neither insignificant nor insurmountable.

Targeting Business Sectors

The economic development policy of targeting identified business sector opportunities arose with the recognition that businesses can develop into interconnected groups (sometimes called clusters) of related sectors. These groupings of businesses share labor pools, resources, and other characteristics that play to their respective strengths.

The connections among businesses develop over time because the local economy offers the infrastructure, geography, population, and related factors that provide a competitive advantage in the field. When an agglomeration of like-businesses occurs, it can create the additional feature of utilizing an ever-expanding economy of scale advantage for business activities within that field. Additionally, close proximity with similar firms allows businesses to learn about best practices and new technologies from others, creates, and often competes for, a labor pool with the various skill sets needed to operate, and reduces business transportation costs.

Ultimately, groupings of businesses within related sectors have been found to increase business productivity because of the following factors:

- Complementary relationships that benefit companies in the inter-connected group;
- Exposure to competitors that raises expectations, quality of product, and worker motivation;
- Better access to suppliers and workers;
- Access to relevant public and private institutions; and
- Access to a flow of specialized information about other companies within the group (i.e. effective business strategies, performance measures, and so forth).

Finally, a successfully integrated group of businesses improves efficiency both horizontally (between firms), by facilitating greater communication and cooperation among cluster members, and vertically (with other industries), by providing individual firms the breadth, leverage and visibility of the business sector group.

However, simply being positioned in a specific business sector does not imply or guarantee a company's success. Often, related firms experience growth phases based on firm composition, product-cycles, and level of competition (foreign and domestic) that determine the ultimate viability of the business sector regardless of its past history. Linked companies can share resources and be looked at as a whole (not in part) when it comes time to contact potential companies and focus marketing resources.

Most groupings of business sectors grow out of a large or dominate business or the activity caused by interactions among a few growing companies. These groupings usually occur if the original firms have the level of success necessary to spin-off or create an environment for other related companies to thrive and generate additional demand for needed services and products. Another effective means of developing growth within a specific business sector that should not be overlooked is to develop and leverage connections with university or government research labs.

The concept of targeting specific types of businesses was generated from the idea that the most efficient and successful target efforts are those that focus on existing or emerging groupings of like-firms in a local or regional economy. Because these existing and emerging groupings have already occurred based on a community's existing economic strengths and competitive advantages, a proactive, intentional focus on firms in these or related groupings is the most effective means of achieving both short and long-term sustainability in a local or regional economy. However, that sustainable economic health can only be achieved if the target efforts result in a diverse balance of firms by size and types of products and services, and if the approach focuses equally on small business development, existing business retention and expansion, and recruitment efforts.

TARGET IDENTIFICATION METHODOLOGY

Before proceeding with the identification and explanation of Market Street's recommended changes, it is important to understand the methodology used. As with all target business sector identification processes, Market Street did extensive quantitative and qualitative research of Arlington's existing targets and other sectors within the City to identify needed changes to the target list. The analysis included examination of quantitative indicators, such as employment and wages as they compared to national averages, to determine the magnitude and impact of specific business sectors.

In all of its research, Market Street used the most recently available data from the most reliable sources. City-level data were not available from traditional state and national labor data reporting sources, therefore data obtained from the Arlington Chamber of Commerce, North Central Texas Council of Governments, and Harris InfoSource were used to identify firms and employment figures in the City of Arlington.

More comprehensive data were available both at the county (Tarrant) and metropolitan area level (Dallas-Ft. Worth); therefore, information for these two geographic levels was used extensively in Market Street's analysis. This methodology is justified by widely-accepted practices of approaching economic development work and analysis at the regional level, because both workers and employers move fluidly within a region, unrestrained by city or county boundaries. Thus, the competitive advantages of both the region and Arlington's immediate neighbors can become Arlington's advantages as it works to attract more businesses and residents to the City.

An important quantitative measure used in this report is location quotients (LQs). A location quotient is a ratio representing the strength of a particular local business sector in relation to the national average. It is represented formulaically as:

$$LQ = \frac{(\text{Local Employment in Sector} / \text{Total Local Employment})}{(\text{National Employment in Sector} / \text{Total National Employment})}$$

LQs provide insight into a community's economic structure in terms of its comparative strengths and its level of economic diversity. If a location quotient is greater than 1.00, the area has a larger share of employment in that sector than the nation. The higher the LQ, the more concentrated the level of local employment compared to its U.S. equivalent. If one or two sectors dominate local employment (i.e., have particularly high LQs), slowdowns in these sectors may decimate the area's economy. A more even distribution of strong LQs better protects a local economy from slowdowns in any one sector.

Regardless, LQs greater than 1.00 suggest sectors for which the economy has developed strength, indicating a possible comparative advantage that can potentially be further leveraged by targeting these, or related, sectors for expansion and growth.

Conversely, if a location quotient is less than 1.00, this indicates a smaller local share of employment than the nation. Just because a sector has a location quotient below 1.0 does not preclude it from being a target business cluster for the community, because it may represent a potential opportunity for the area. Similarly, an LQ over 1.0 does not automatically mean the community should aim for that sector. A number of factors, including national trends, local support services, and regional clusters, contribute to the viability of a local business sector.

Another important concept in local economic development used to identify targets is the traded, or export sector. A traded sector is a community's economic engine – that part of the economy that sells goods and services to customers outside the area, importing income that then circulates through the rest of the local economy. The "new" money entering the economy is then used to purchase local goods and services, creating new wealth in the City of Arlington. Conversely, certain sectors are considered non-traded sectors

As a city in the center of a large metropolitan area, what may be considered non-traded elsewhere is not necessarily so for Arlington. For example, often retail trade is considered non-traded, particularly when the area in question is a large, self-sustaining economic unit. However, undeniably, people outside of the City of Arlington go into the City on a daily basis to purchase items and contribute to the City's retail trade sector. Therefore, retail trade is predominantly a traded, not non-traded, sector for Arlington.

The City of Arlington has the advantage of being home to two higher educational institutions: the University of Texas at Arlington (UTA) and the southeast campus of Tarrant County College (TCC). Programs not offered at the southeast campus are reasonably accessible to Arlington residents and businesses from one of the other four TCC campuses. The map to the right illustrates the location of TCC's five campuses.

Tarrant County College's Five Campuses

A map of Tarrant County, Texas, highlighting the locations of Tarrant County College's five campuses. The map includes major highways such as I-35, I-30, I-20, US-75, and State Routes 820, 377, 121, 163, 287, and 390. The five campuses are marked with red stars and labeled in white boxes: Northwest Campus (near Lake Worth), May Owen Center (central location near I-35 and I-30), Northeast Campus (near Hurst), South Campus (near Fort Worth), and Southeast Campus (near Arlington). Major bodies of water shown include Lake Worth, Benbrook Lake, and Lake Arlington. The Dallas/Fort Worth International Airport (DFW) is also indicated in the northeast corner.

Source: Tarrant County College

Currently, the City of Arlington, via its contract with the Arlington Chamber, is targeting the following five clusters of businesses. Below each is listed with the NAICS three-digit, four-digit, or five-digit business sectors (as applicable to comprehensively list the target without being unnecessarily exhaustive) included within the target:

- 3261 Plastics Product Manufacturing
- 332 Fabricated Metal Product Manufacturing
- 334 Computer and Electronic Product Manufacturing
- 335 Electrical Equipment Appliance, and Component Manufacturing
- 336 Transportation Equipment Manufacturing

Emerging Technologies

- 333295 Semiconductor Machinery Manufacturing
- 333313 Office Machinery Manufacturing
- 333314 Optical Instrument and Lens Manufacturing
- 333315 Photographic and Photocopying Equipment Manufacturing
- 51121 Software Publishers
- 51421 Data Processing Services
- 5415 Computer Systems Design and Related Services
- 8112 Electronic and Precision Equipment Repair and Maintenance

Health Care and Life Sciences

- 3391 Medical Equipment and Supplies Manufacturing
- 3254 Pharmaceutical and Medicine Manufacturing

Hospitality and Tourism

- 71211 Museums
- 71212 Historical Sites
- 71213 Zoos and Botanical Gardens
- 71219 Nature Parks and Other Similar Institutions
- 71311 Amusement and Theme Parks
- 72111 Hotels (except Casino Hotels) and Motels

After the quantitative analysis described in the previous section (Target Business Sector Analysis Methodology) was complete, Market Street reviewed Arlington's existing targets and identified potential revisions based on the following criteria:

- Does Arlington have significant employment or concentration of employment in the sector?
- Is the sector predominantly an export, or high-value opportunity, for Arlington?
- Does the sector have good growth prospects nationally?
- Is there wealth creation potential in the sector, in terms of high wages and advancement opportunities for employees?

Using the quantitative data, findings of the Current Realities document, and considerations as outlined in the four questions listed above, Market Street identified the following key findings of Arlington's existing target list that directed the recommended revisions. These targets and the changes recommended are described in more detail in the respective sections in the remainder of this document.

Advanced Materials and Manufacturing

- This is a strong list of realistic opportunities for Arlington.
- 333 Machinery Manufacturing should be added (this is part of the effort to redistribute the sectors in Emerging Technologies).

Emerging Technologies

- Many of these sub-sectors have low employment figures in the City, with limited realistic short-term opportunities for Arlington.
- To maintain a concise, straightforward group of targets for Arlington, the Emerging Technologies sectors can reasonably be redistributed to other targets, and the Emerging Technologies target removed from the list.

Health Care and Life Sciences

- This target has strong growth nationally, but existing strengths and short-term growth potential in Arlington is limited in the two manufacturing sectors listed.
- The Chamber is already working toward expanding the available workforce for nurses and similar high-demand health care service occupations. To reflect that – and make an even more concentrated effort to leverage the growth potential locally, regionally, and nationally within health care services – the health care services sectors have been added to the official Health Care and Life Sciences list.

Hospitality and Tourism

- Tourism and related activities are clear existing strengths of Arlington, and it is necessary to continue to focus on these to achieve Arlington's full potential in the field.
- Market Street recommends approaching Hospitality and Tourism more comprehensively (i.e., at the three-digit NAICS level). The five-digit listing of Arlington's current target effort excludes important opportunities in the following 5-digit sectors: theater companies and dinner theaters; dance companies; musical groups and artists; spectator sports; promoters with, and without, facilities; agents and managers for public figures; independent artists, writers, and performers; amusement arcades; golf courses and country clubs; fitness and recreational sports centers; bowling centers; and full-service restaurants.

Logistics and Trade

- Market Street highly recommends Arlington add Logistics and Trade to the target list to take advantage of the City's location in the center of a major metropolitan area, and its proximity to Dallas-Ft. Worth International Airport, Arlington Municipal Airport, major interstate highways, and important rail lines.
- In the community input process, the condition of the highways and roads in Arlington were identified as a key concern of participants. The accessibility and quality of transportation networks is vital to ensure the City is able to fully leverage its locational advantage by targeting Logistics and Trade firms. Thus, these concerns must be addressed to achieve success in this target.

Professional, Business, and Information Services

- Market Street recommends the inclusion of this target to increase opportunities in these high-value, high-growth service sectors, and have fewer Arlington residents commuting daily to jobs located elsewhere in the metropolitan area.
- The target includes Software Publishers, Data Processing Services, and Computer Systems Design of the original Emerging Technologies target, as well as important professional and business services sectors.

Combined, the business sectors in the revised target list represent just less than 50 percent of total firms in Arlington. The percentage is remarkably close to the percentage that firms within these same sectors represent of the total number of firms in Tarrant County and the Dallas-Ft. Worth (DFW) Metropolitan Statistical Area (MSA), as listed in the following chart.

Estimated Number of Firms within each Target as Percent of Total Firms, 2005

TARGET BUSINESS SECTOR	ARLINGTON		TARRANT	DFW MSA
	Number	% Total Firms	% Total Firms	% Total Firms
Advanced Materials and Manufacturing	104	5.7%	8.3%	6.9%
Health Care and Life Sciences	95	5.2%	4.9%	4.5%
Hospitality and Tourism	251	13.7%	11.7%	10.6%
Logistics and Trade	205	11.2%	12.6%	12.4%
Professional, Business, and Information Services	208	11.4%	9.5%	13.3%
Total of Targets	862	47.1%	47.0%	47.5%
Total Number of Firms	1,832		9,054	35,178

Source: Harris InfoSource

Comparing Arlington's number to the MSA's number of firms in a sector as a percentage of total firms illustrates if Arlington may have the opportunity to expand its contributions to the regional economy in that sector. Because the percentage that firms in these sectors represent of the total in Arlington is lower than the percentage for the MSA, the following targets qualify as these opportunity areas: Advanced Materials and Manufacturing; Logistics and Trade; and Professional, Business, and Information Services. The two remaining targets – Health Care and Life Sciences, and Hospitality and Tourism – represent existing strengths of Arlington that need to continue to be leveraged to maximize economic opportunities within them.

Before proceeding further in the description of targets, it is important to consider two policies necessary for successful target business sector development to work. As described below, entrepreneurship and small business development and existing business retention and expansion should be integral components of Arlington's economic development work. These two areas are key to an effective targeting program.

In the Market Street study, several Best Practices were identified for economic development. These include:

Best Practice: Greensboro, North Carolina

Resulting from a recommendation in the Action Greensboro strategic plan, the Task Force on Public Education was created in Greensboro/Guilford County, North Carolina to identify action steps to improve the public schools with attention to: (1) emphasizing the positives and promoting excellence; (2) serving bright students; (3) closing the system's achievement gap; and (4) developing public understanding and support.

Co-chaired by private sector leaders, the Task Force sought financial support for educational improvement, with twenty-six local companies pledging \$1,978,500 to be used over a three-year period. Monies helped fund a three week Academic All-Star Camp held for 90 outstanding rising 9th graders on the Greensboro College Campus. The Task Force also recognized improved schools with a "Celebrating Excellence in Education Event" for about 1,200 teachers, principals, custodians, cafeteria workers, students, and business leaders. The Task Force gave \$8,000 to each of the 15 most improved schools and \$1,000 each to two outstanding teachers at the schools.

These programs were just two of the many initiatives coordinated by the Task Force. Others included:

- a program centered on securing the commitment of Guilford County citizens to build an excellent public school system; and building support for the creation of a countywide education organization – independent of the school system – to serve as a coordinating agency for organizing programs and activities between the external community and the schools;
- bringing together agencies and organizations that support the schools;
- building understanding and support between the schools and the citizenry; and
- initiating programs and activities as appropriate.

Action Greensboro. Task Force on Public Education. 22 November 2005.

<<http://www.actiongreensboro.org/documents/education/PublicEducation.pdf>>.

Best Practice: Paducah, Kentucky

The Business Education Partnership (BEP) is a 501(c)(3) non-profit organization dedicated to linking education with local businesses in the Paducah, Kentucky area. The organization's mission is to "develop collaborative partnerships between business and education and become a pro-active voice for educational issues at the local, regional and state level." Educational networks of the Partnership include Paducah McCracken County Schools, Paducah Independent Schools, Community Christian Academy, and St. Mary's School.

The objective of the BEP is to prepare students to successfully enter the workforce upon graduation from high school or completion of post-secondary degree. This goal is met by promoting direct interaction between employers and students through classroom presentations, internships, field trips, mentoring, mock interviews, and scholarships. Since its establishment in 1996, the BEP has grown to include one full-time staff member, a BEP Committee of over 40 volunteers, and a youth focus group.

The Partnership has a comprehensive website, which encourages even more participation and information dispersal throughout the community. Business representatives can volunteer to make classroom presentations, provide internship opportunities, and contribute to other activities to promote interaction between students and businesses.

Paducah Chamber of Commerce. Business Education Partnership. 22 November 2005. <<http://www.paducahchamber.org/bep>>.

Best Practice: Private-Sector Driven Bus Service in Columbus, Ohio

In 1997 in Columbus, Ohio, Sears, Roebuck and Company's Fashion Center manager Nick Francone initiated a process to identify other businesses along a potential transit route that would also benefit from improving public transportation services for their employees.

With the help of the Greater Columbus Chamber of Commerce, Mr. Francone and representatives from five other large businesses in close proximity met with the Central Ohio Transit Authority (COTA) to develop an agreement for a new route. In the final agreement, the businesses guaranteed that COTA would receive revenue for a full bus each way for one year, regardless of whether or not the seats were actually full, by agreeing to fund a certain number of seats. They also agreed to make their hours fit the bus schedule. With those concessions, COTA agreed to add the route to serve first and second shifts. Because the busses were full from the start, none of the six companies had to pay COTA.

As of 2005, the buses on the route averaged 18 passengers, according to Mr. Francone. They continue to serve first and second shifts for employees of the following businesses: Sears, Consolidated Stores, General Motors, and Westland Mall. Realtors are able to use the transit service as a competitive amenity of the properties along the route. New businesses to the area that are now part of the route include Caterpillar Logistics, IBM, Logistics Partners, and Steve and Barry's.

Community Transportation Association of America (CTAA). "Linking People to the Workplace." January 2001. Accessed 30 August 2005. <http://www.ctaa.org/data/toolkit_full.pdf>.

Best Practice: Suffolk, Virginia

Acting to stem years of neglect and blight in their downtown, city officials in Suffolk, Virginia leveraged their stock of city-owned buildings – and those purchased by the city from delinquent landlords – to spur revitalization. The city contracts with private developers to redevelop specific buildings, then signs leases with the developers to either house city departments in the buildings, or sub-lease to other lessees. As of July 2005, City officials have become tenants in three historic downtown buildings after selling them to developers who redeveloped them. The city has also rented office space in a fourth building, after a private group finished renovations.

Combined with city tax breaks and state tax credits for work on historic buildings, the city's strategy of renting privately owned historic buildings has helped drive Suffolk's downtown revitalization, and provided the City needed office space.

Now, more than 20 restaurants, shops and offices have opened in the past few years, and downtown property values are rising. In the Suffolk taxing district, which includes downtown, the total assessed value of property has risen from \$270.7 million to \$339.7 million from 2000 to 2005, an increase of 25 percent. From 1995 to 2000, downtown property values only rose 4 percent. A proposed \$35 million condominium and commercial complex planned at the edge of downtown Suffolk illustrates that private investment is following the public investment.

Source: Applegate, Aaron. "By renting refurbished buildings, Suffolk has spurred revitalization." The Virginian-Pilot, 07/16/2005, p. 1.

Best Practice: Denver, Colorado

Over the past decade, Denver has made a name for itself in professional sports, catapulting this once quiet Rocky Mountain city into one of the country's leading hot spots. According to a 2001 case study on stadium construction in professional sports, Denver is the smallest metro area in the country to have a professional team in every major sport (baseball, basketball, football, and hockey). The "triple crown" of stadiums (the Pepsi Center, home to the NBA Denver Nuggets and the NHL Colorado Avalanche; Coors Field, home to MLB's Colorado Rockies; and Invesco Field, home to the Denver Broncos) has each been built within the past decade, helping to redevelop and redefine Denver's Lower Downtown and Central Platte Valley districts.

According to a successful entrepreneur who opened a brewery in Lower Downtown in the late 1980s, stadiums can only do so much. Current Denver Mayor John Hickenlooper's business is just steps away from Coors Field, which opened in 1990. "The stadium is a big plus [as a small business owner], a marketing vehicle. It brings all these people to Lower Downtown. But if they don't like the neighborhood, they're not going to come back, stadium or no stadium." Based on his direct observations, Mr. Hickenlooper maintains that it is the thriving neighborhood, not the stadium alone, which keeps customers coming back.

Pepsi Center is located in a more industrial area of Lower Downtown (called Central Platte Valley) where many prominent entertainment landmarks are housed including Six Flags, Downtown Aquarium in Denver, and the Children's Museum of Denver. The city's Downtown Denver Partnership hopes to develop a vibrant area around the Pepsi Center as well, with plans to construct mixed-use developments around the stadium, adding over three million feet of new commercial, retail, and residential space.

Sources:

Reich, Brian. (2001). "Baseball and the American City: An Examination of Public Financing and Stadium Construction in American Professional Sports." Columbia University Case Study.

Kurtz, Rod (2005). Stadiums 'Can Only Do So Much.' BusinessWeek. February 18, 2005.

The Downtown Denver Partnership, Inc. (2005). Accessed online at: <www.downtowndenver.com>

Best Practice: Greensboro, North Carolina

As part of the Action Greensboro initiative, the community has a Young Talent Initiative named "SynerG." SynerG has a variety of programs directed toward young professionals, including networking/social dinner parties ("Around the Table") and an annual college student homecoming event ("Get Down! Town"). The community also has an online college student-employer internship matching program (Triad Intern-Net), and Wi-Fi Internet access in a local central park, an amenity very attractive to both college students and knowledge workers.

Source: <http://www.synerg.org>. Accessed 16 December 2005.

Best Practice: Paducah, Kentucky

Paducah (population 25,545 in 2004) is located 120 miles northwest of Nashville, TN, the closest major metro in the area. The Paducah community initiated an Artists Relocation Program in August 2000 to revitalize its central core, known as Lowertown. The program has been a phenomenal success, luring over 45 artists from across the country to relocate to town. The program has won Kentucky's Governor's Award in the Arts, the American Planning Association National Planning Award, and the Kentucky League of Cities Enterprise Cities Award. The program continues to grow through Paducah's city general fund and strong dollar commitments from Paducah Bank, as well as an array of support from the re-energized downtown arts and tourism community.

The relocation program offers incentives including low interest loans from Paducah Bank with up to 100

percent financing; free lots for new construction; up to \$2500 in financial assistance for architectural services and other professional fees; Enterprise Zone incentives; and discounted web pages and other joint marketing programs.

Source: Paducah Artist Relocation Program. Accessed 30 December 2005. <<http://paducaharts.com>>

Best Practices: Two Study Circles Communities

Aurora, Illinois. Almost 10 years ago, community leaders in Aurora started Aurora Community Study Circles to help improve race relations in their increasingly diverse city. More than 4,000 adults have participated in “Circles of Understanding.” In 2000, the Many Young Voices program was initiated. Since that time, hundreds of teens have taken part. Aurora also uses Study Circles to support elementary schools with its “Helping Every Student Succeed” program. The Study Circles resulted in:

- Newspaper coverage of events in Aurora’s minority neighborhoods has been noticeably fairer since reporters took part in Study Circles on race relations;
- More than 100 teens from high schools across the city celebrate diversity at the Mosaic of Youth Conference each year;
- A Posada celebration at one elementary school brings together more than 300 parents, teachers, students, and neighbors for an evening of food, fun, and fellowship;
- Aurora Taste—an annual tour of ethnic restaurants in downtown Aurora—draws hundreds of residents and raises funds to support the Study Circles;
- The Multicultural Club at one high school sponsors Mix It Up at Lunch Day, involving more than 2,000 students each year; and
- A teen web site fosters better understanding of race and race relations through poetry, stories, and art work.

Waterloo, Iowa. In the late 1990s, as the city became increasingly diverse, the City of Waterloo Commission on Human Rights, in partnership with the Cedar Valley Diversity Appreciation Team, began engaging the community in Study Circles. Since 1998, more than 2,000 adults and 600 youth have taken part in Study Circles on racism and race relations, police-community relations, and prevention of youth violence. The Study Circles resulted in:

- The Annual Cedar Valley Conference on Race celebrates the growing diversity in Waterloo and Cedar Valley;
- Ethnic Bus Excursions and Neighborhood Harmony Festivals help decrease stereotyping of ethnic groups and neighborhoods;
- Cultural competence skills of Waterloo police officers have improved;
- Waterloo public school administrators and teachers are more aware of the impact of race on teaching methods and student achievement; and
- More Waterloo businesses value diversity in the workplace.

Source: Study Circles. Profiles of Successful Study Circle Programs Strengthening Their Diverse Communities. 09 November 2005. <<http://www.studycircles.org/en/Article.aspx?id=298&draft=true>>

Champion Arlington Medals of Accomplishments

Medal Status	Goals, Objectives, Action Items
	1. GROW AND DIVERSIFY THE ECONOMY OF ARLINGTON
	1.1 CREATE, EXPAND, AND RECRUIT COMPANIES IN TARGETED BUSINESS SECTORS.
	1.1.1 Recruit businesses in target sectors to the City of Arlington.
	a. Focus recruitment on existing sector strengths and complementary business sector categories.
	b. Formalize buyer-supplier linkages in each of the five targets.
	c. Train and utilize representatives of existing employees to assist recruitment by developing personal relationships with prospects.
	d. Ensure marketing materials effectively identify the targets as local priorities.
	e. Provide ongoing, current data on economic dynamics of Arlington and DFW to prospects and site selection professionals.
	f. Ensure incentive programs exist for qualified target businesses.
	1.1.2 Ensure that existing firms in the target sectors have the resources to effectively expand.
	a. Establish business councils for the two new targets.
	b. Ensure that local firms have access to a qualified and motivated local workforce.
	1. Work with partners to meet employer needs by revising curriculum, coursework, or degree programs.
	2. Maintain active role in DFW Regional Workforce Leadership Council and advocate adding clusters to support Arlington targets.
	3. Work with partners to develop campaigns to enhance career awareness for opportunities within target sectors.
	4. Provide training for the business community to improve recruiting youth, non-traditional, and diverse workers for each target.
	5. Assist business community in developing retention programs to minimize employee turnover.
	6. Maintain active engagement in Workforce Governing Board and Workforce Solutions for Tarrant County
	7. Identify and resolve infrastructure and related needs of existing firms.
	c. Provide competitive incentives and aggressively advertise availability to local companies.
	1.1.3 Facilitate the creation of new firms in the target sectors.
	a. Ensure economic development staff understand growth requirements and support services needed in target sectors.
	b. Consider reorganizing existing networking groups to align with targets.
	1.1.4 Identify action steps applicable to specific targets.
	a. Advanced Materials and Manufacturing
	a.1. Redevelop Great Southwest and other sites to support target.
	a. Address priority issues.
	1. Street repair and upgrades.
	2. Stricter code enforcement.
	3. Upgrade aesthetic and functional needs of buildings.
	4. Expand railcar storage and intermodal shipping container capacity.
	5. Address real or perceived crime and safety issues regarding SOBs.
	6. Maintain competitive water, sewer and other city services.

	Gold – Successfully in place
	Silver – Implemented but not completed
	Bronze – Work yet to be done

	7. Designate a key staff person to ensure ongoing and consistent GSW efforts.
	8. Utilize existing relationships to encourage private investment in buildings.
	a.2 Identify rail, road, and utility needs of target firms.
	a.3 Advertise available sites and facilities on websites and keep up to date.
	b. Healthcare and Life Sciences
	b.1 Develop recruitment strategy for healthcare workers to live and work in Arlington.
	b.2 Assess regional need for transitional residential services for older adults.
	b.3 Increase capacity of TCC and UTA to prepare students for growing opportunities within the target.
	b.4 Open UTA's Smart Hospital.
	b.5 Work with healthcare executives to source potential enterprise development opportunities.
	b.6 Encourage businesses locating in Arlington to offer competitive healthcare benefits.
	c. Hospitality and Tourism
	c.1 Work with stakeholders to develop comprehensive Arlington tourism plan.
	c.2 Promote strong, diverse tourism economy.
	c.3 Provide customer and soft skills training for sector targets.
	c.4 Provide small business assistance and incentives to entrepreneurs to support sector.
	c.5 Aggressively market Entertainment District for special events.
	Establish special events sub-committee of Hospitality and Tourism Council.
	Develop marketing initiative focusing on overnight stays.
	Create a media kit to promote images of Arlington during events of national significance.
	d. Logistics and Trade
	d.1 Work to vertically integrate incumbent distribution firms to logistics components for targets without distribution.
	d.2 Redevelop Great Southwest and other sites to support target.
	d.3 Ensure timely completion of proposed transportation projects.
	d.4 Continue Team Arlington efforts.
	d.5 Identify and integrate transportation needs of targets.
	d.5 Work with local airports to effectively move goods and identify needed upgrades and services.
	d.6 Market Municipal Airport control tower and ILS.
	d.7 Market Arlington's proximity to DFW.
	d.8 Determine feasibility of truck driving, systems engineering, and distribution technology degree programs.
	d.9 Develop program to assist individuals to become self-employed broker or distributors.
	d.10 Promote UTA's RFID research into product or process ventures in logistics.
	e. Professional, Business, and Information Services
	e.1 Interview businesses to match Arlington professional service firms with Arlington businesses.
	e.2 Increase amount of Class "A" and "B" office space.
	e.3 Create development opportunity packets.

	Gold – Successfully in place
	Silver – Implemented but not completed
	Bronze – Work yet to be done

	e.4 Work with existing firms to expand marketing efforts.
	e.5 Develop a program to encourage professionals in becoming a principle in a new firm.
	1.2 RETAIN AND EXPAND EXISTING COMPANIES.
	1.2.1 Expand business retention and expansion program.
	a. Staff program with 1-2 full-time dedicated professionals.
	b. Update annual business survey to fulfill components of this plan.
	c. Revise and prioritize call sequence schedule to implement this strategy.
	d. Structure visits to collect varied and detailed information and maintain database of results.
	e. Evaluate existing software capabilities of information database.
	1.2.2 Ensure businesses have the support necessary to be successful.
	a. Publicly acknowledge the priority to address BRE needs in a timely manner.
	b. Implement comprehensive international trade and government procurement assistance programs.
	c. Integrate providing needed business support into BRE program.
	d. Partner with area officials to assist in meeting business needs as needed.
	e. Effectively utilize funding and programs to facilitate expansion and relocation.
	1.2.3 Develop support for minority-owned neighborhood-based businesses.
	a. Direct BRE visits to minority-owned, neighborhood businesses.
	b. Respond to individual identified needs.
	c. Develop action plan to address primary needs.
	d. Investigate creating a permanently staffed Minority Enterprise Program.
	e. Pursue establishing empowerment zones in most in need neighborhood business districts.
	1.2.4 Aggressively advertise business support services to raise awareness of available opportunities.
	a. Utilize Chamber's website and publications to advertise.
	b. Make strategic decisions regarding advertising dollars and public relations efforts.
	c. Develop a business resource guide.
	d. Regularly advertise networking opportunities and workshop series.
	1.3 PROVIDE THE RESOURCES AND SUPPORT NECESSARY FOR ENTREPRENEURS AND SMALL BUSINESS PEOPLE TO CREATE AND SUSTAIN BUSINESSES.
	1.3.1 Fully support and leverage existing small business development efforts and resources.
	a. Develop the Entrepreneur Center.
	b. Expand Technology Incubator to be inclusive of office-based businesses.
	c. Consider co-locating Entrepreneur Center and Technology Incubator to minimize overlap.
	d. Establish an Arlington Entrepreneurs Networking Group.
	e. Pursue opening a local SCORE chapter or other structured mentoring program.
	f. Continue support of Chamber's "A+ Arlington" Program.
	g. Establish pilot youth entrepreneurship at Boys and Girls Clubs or similar locations.
	h. Assess quality and availability of regional service providers to support Arlington companies.

	Gold – Successfully in place
	Silver – Implemented but not completed
	Bronze – Work yet to be done

	1.3.2 Expand the research and development capacity of UTA.
	a. Develop partnerships to assist UTA in recruiting new faculty.
	b. Work with UTA to determine how to assist its annual fund campaign to expand R&D and new faculty hires.
	c. Assist UTA in becoming a Tier I research university.
	1.3.3 Maximize the impact of the Arlington Technology Incubator.
	a. Expand Incubator's role in serving as a university technology broker.
	b. Partners need to maintain active oversight to ensure success.
	c. Encourage a balance of university and non-university clients.
	d. Establish linkages and shared programs between the Incubator and Entrepreneur Center.
	e. Include UTA faculty and researchers in networking activities.
	f. Establish an initiative to provide ongoing support to graduating companies provided they remain in Arlington.
	g. Pursue possibility of developing incentives to encourage graduating companies to remain in Arlington.
	1.3.4 Continue to annually host the World's Best Technologies Showcase.
	a. Raise awareness of civic leaders of the value of this event.
	b. Encourage ongoing participation of leaders to realize full benefits to businesses and participants.
	c. Continue to encourage attendance of businesses, researchers, and UTA.
	1.3.5 Continue implementing the 2005 Arlington Research and Technology Initiative strategy.
	1.3.6 Develop sustainable local funding sources for entrepreneurs and small businesses, and leverage all potential financial resources.
	a. Source seed capital for research and small business development.
	b. Connect local small businesses to capital through ATI and Entrepreneur Center.
	c. Actively support North Texas Regional Center for Innovation and Commercialization (RCIC) to ensure its success.
	d. Establish an Arlington Angel Investor Network.
	e. Work with local lenders to ensure all available SBA programs are utilized.
	f. Partner with Accion Texas to facilitate micro-enterprise loans.
	1.4 ENHANCE THE CITY GOVERNMENT'S PROVISION OF SERVICES AND ACHIEVE A MORE SUSTAINABLE REVENUE BALANCE.
	1.4.1 Ensure that private businesses and individuals receive permits in a timely and seamless manner.
	a. Resolve real or perceived issues regarding the regulatory and permitting process that are not business friendly.
	b. Develop a One Start Shop for regulatory approval and permitting.
	c. Improve customer service skills and employee empowerment among development staff.
	d. Raise awareness regarding the positive steps the City is taking to improve the permitting process.
	1.4.2 Improve the condition of local roads and highways, and the provision of key City services.
	a. Regularly advocate for additional funding for priority attention directed to strategic areas.

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	b. Strengthen accessibility within city, north-south arterial development, and I-30.
	c. Continue and expand local community policing efforts.
	d. Develop rapid response process for issues identified in BRE interviews.
	e. Source grants and other funding for road and highway improvements.
	1.4.3 Broaden awareness about the positive impact the implementation of this strategy will have on the tax digest.
	a. Regular and open communication of implementation of Champion Arlington Plan.
	1.5 DEVELOP A BRAND IDENTITY AND COMPREHENSIVE MARKETING STRATEGY FOR THE CITY OF ARLINGTON.
	1.5.1 Develop a brand with national significance and comprehensive marketing strategy for the City of Arlington.
	a. Establish a team to develop a brand and marketing strategy.
	b. Create state-of-the-art informative website for site-selectors and relocation specialists.
	c. Strategy should be multi-phase and multi-channel.
	2. MAINTAIN A COMPETITIVE WORKFORCE.
	2.1 WORK TO IMPROVE PRE-K THROUGH 12TH GRADE PUBLIC SCHOOL PERFORMANCE, STUDENT PREPAREDNESS, AND PERCEPTIONS OF THE SYSTEM.
	2.1.1 Create an Arlington Educational Task Force focused on improving student performance and development.
	a. Ensure task force is representative of all educational levels, each ISD, and key stakeholders.
	b. Work directly with Arlington ISD Education Foundation to identify needs and fund priority programs.
	c. Work to secure funds to support the Task Force and designate a grant writer to coordinate the effort.
	d. Host a public forum to discuss Arlington educational issues.
	e. Focus Task Force efforts on educational performance and drop-out risk factors.
	f. Create a strategy to resolve specific curriculum needs.
	g. Consider incentives to improve educational quality.
	h. Create a strategic action plan for improving education programs and student performance.
	2.1.2 Broaden the availability of career-focused education and school-to-work opportunities in Arlington's public schools.
	a. Formalize and enhance existing stakeholder partnerships.
	b. Develop a job shadowing program for Arlington high school students.
	c. Build a formal internship program for Arlington's junior and seniors.
	d. Develop a co-operative training program for Arlington students and TCC in key business categories.
	e. Create an established network of business volunteers to serve as mentors for at-risk Arlington youth.
	f. Consider the development of a summer youth program with key stakeholders.
	2.1.3 Develop a program focused on proactively addressing high school drop out risk-factors.
	a. Work with stakeholders to develop program.
	b. Involve teenagers in program development.
	c. Develop a concentrated, multi-year intense youth development program focused on the most at-risk groups.

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	d. Include initiatives on preventing teenage pregnancy.
	e. Include initiatives on eradicating teen drug use.
	f. Work with Tarrant County Juvenile Detention Center to identify programming needs for incarcerated or recently released offenders.
	2.1.4 Raise awareness about local efforts and results to improve Arlington's schools.
	a. Communicate with the real estate community to ensure perceptions of schools are consistent with positive realities.
	b. Work with local media to highlight work to improve public education system and positive results achieved.
	2.2 MAXIMIZE THE POTENTIAL OF TCC-SOUTHEAST CAMPUS, UT-ARLINGTON, AND OTHER WORKFORCE DEVELOPMENT RESOURCES
	2.2.1 Fully leverage the established partnership and work of the Center for Continuing Education and Workforce Development.
	a. Enhance linkages with faith-based and social services organizations to reach the "hidden" workforce.
	b. Consider regular visits to community partners to raise awareness of opportunities available.
	c. Consider pursuing additional partners for workforce development initiatives.
	2.2.2 Ensure that programs at TCC's southeast campus and UTA are effectively aligned with the needs of local employers.
	a. Maintain a curriculum committee to assess effectiveness of courses meeting employer needs.
	b. Maintain an active role in the DFW Regional Workforce Leadership Council.
	c. Expand dual enrollment programs.
	d. Utilize CCEWD facilities and personnel to provide effective pre-employment and "soft" skills training.
	e. Maintain a coordinated ready response program to train employees in response to relocation and expansion.
	2.3 PROVIDE THE SUPPORTIVE RESOURCES NECESSARY TO MAINTAIN A COMPETITIVE WORKFORCE.
	2.3.1 Ensure the workforce system is effectively addressing the primary support needs of the "hidden" workforce.
	2.3.2 Obtain transit services for key destinations in the City and region.
	a. Establish a contract with a Metroplex transit agency to provide services between key destinations and regional transit connections.
	b. Consider offering on-demand shuttle service for key neighborhoods and employment centers.
	c. Raise public awareness about the benefits of public transportation and dispel common myths.
	d. Maintain an ongoing public message about the need for public transit in the city.
	e. Provide support to NCTCOG's regional mobility initiatives.
	f. Work with TCC to identify options for providing transportation services from the Arlington campus to other campuses.
	2.3.3 Improve accessibility, affordability, and capacity of child care services in the City.
	a. Raise profile of Arlington Child Care Council and continue its purpose of addressing early stage childhood development needs.
	b. Develop an action plan and source of resources to improve accessibility and affordability of quality child care.

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	c. Develop and distribute a pamphlet listing all available certified child care providers.
	d. Facilitate the creation of child care sole-proprietorships.
	e. Discuss with employers creating on-site child care centers during traditional and expanded work hours.
	f. Maintain partnerships to facilitate implementation of improvement initiatives.
	3. FOCUS ON REDEVELOPING EXISTING AREAS.
	3.1 FOSTER REVITALIZATION OF EXISTING NEIGHBORHOODS.
	3.1.1 Update the entire City of Arlington comprehensive land use plan.
	a. Develop an updated city-wide comprehensive land use plan.
	1. Consider obtaining professional services.
	2. Reframe the plan to focus on revitalization and infill.
	3. Develop proactive approaches to realities of regional growth.
	4. Directly address land use planning needs of targeted areas.
	5. Establish new design guidelines for future development.
	6. Capitalize and protect parks and open space.
	7. Integrate pedestrian and bicycle lane guidelines into a comprehensive network.
	8. Conduct community outreach involving UTA Architecture and Planning assistance.
	b. Update zoning ordinance to reflect the new land use plan.
	3.1.2 Launch aggressive campaign to raise awareness in the community about the benefits of mixed-use development and smart growth.
	a. Partner with UTA Architecture and Planning to host forum for community leaders.
	b. Leverage available best practices for the campaign.
	3.1.3 Support efforts for region-wide land-use planning and transportation efforts.
	a. Work collaboratively to facilitate transportation decisions that can impact land use patterns.
	b. Pursue transit options.
	c. Encourage consideration of means to reduce congestion.
	3.1.4 Implement initiatives to make existing neighborhoods more attractive places to live, do business, and visit.
	a. Host regular neighborhood "beautification" days.
	b. Expand the Community Litter Challenge.
	3.2 PURSUE EFFECTIVE REVITALIZATION OF DOWNTOWN ARLINGTON AND THE ENTERTAINMENT DISTRICT.
	3.2.1 Hold meetings of the primary stakeholders responsible for development of Downtown, the Lamar/Collins overlay district and Entertainment District.
	a. Establish quarterly meetings.
	b. Involve City and Chamber.
	c. Focus on coordination and continuity of projects.
	d. Discuss branding options to establish significance.
	3.2.2 Maintain a consistent effort to effectively implement the Downtown Master Plan.
	a. Each year establish a revised 12-month action plan.
	b. Maintain relationships to ensure UTA plays a leading role in revitalization.

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	c. Support implementation of UTA's Master Plan.
	d. Aggressively pursue grants to implement Downtown Master Plan.
	e. Pursue communications with absentee owners
	f. Consider incentivizing small business development in Downtown.
	g. Consider creating a wireless Downtown.
	3.2.3 Create regularly scheduled festivals and events to draw people to Downtown Arlington.
	a. Effectively promote Downtown arts groups.
	b. Consider weekly outdoor events.
	c. Plan large annual or semi-annual events.
	d. Encourage UTA to locate the special events center in Downtown.
	3.2.4 Adopt an Entertainment District Master Plan which fosters prudent development and a sense of place.
	a. Develop a plan for the Entertainment District.
	b. Amend festival zoning regulations to allow mixed-use development.
	c. Adopt design guidelines.
	d. Engage stakeholders regarding the district's future development.
	e. Pursue professional assistance that has worked in stadium areas.
	f. Connect districts to create a sense of unity.
	g. Extend trolley district service.
	h. Identify ways to use UTA talent in Architecture and City Planning.
	i. Aggressively pursue public/private funding to meet infrastructure needs.
	j. Gain private support for projects that will brand the district and create a sense of place.
	3.4 INCREASE HOMEOWNERSHIP LEVELS AND IMPROVE HOUSING OPTIONS.
	3.4.1 Redevelop aging and overcrowded multi-family units and set standards for new development
	a. Work with local partners to ensure the Chamber affiliated CAHDC fulfills its goals and business plan initiatives
	b. Ensure the City's building regulations for housing can accommodate development of the most-in-demand forms of housing
	1. Particular emphasis should be placed on high-density housing
	2. Encourage the development of high-density buildings that include amenities that appeal to "lifestyle" renters
	c. Enact and enforce stricter building codes for all new development
	d. Determine what favorable loan programs or other incentives the City can develop to incentivize housing development
	1. Explore the creation of a Multi-Family Housing Rehabilitation Loan Program
	2. Offer developer incentives for reserving a number of affordable units within new or redeveloped MF, PUD & MU developments
	e. Designate an official to be responsible for identifying and pursuing relevant state and federal grants
	f. Leverage available information and best practices from the Redevelopment Ready Communities program
	3.4.2 Implement the Deep Dive program to improve housing options and become a nationally recognized best practice City for urban housing development

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	3.4.3 Educate local and regional developers about the benefits of building in Arlington
	a. Contact local and regional developers via the CAHDC to determine their willingness to initiate local projects and address perceived barriers to investing in Arlington
	b. Conduct assessments of area housing districts to build a comprehensive database of "redevelopable" properties
	1. Consider using UTA's Architecture and City and Regional Planning programs to help conduct the assessment
	c. Consider commissioning a study to determine the preferred residential amenities desired by regional homebuyers
	1. Provide the results of the study to local and out-of-town developers
	d. Distribute Informational Packets to local and regional residential developers
	e. Advertise development opportunities in Arlington in specifically-targeted publications and websites
	3.4.4 Remove barriers to homeownership and upward mobility in Arlington's housing market
	a. Work with a HUD-approved housing counseling agency to provide services
	b. Consider providing subsidized housing vouchers for Arlington working professionals (teachers, nurses, police, fire & social services)
	c. Incorporate rental assistance with the existing services at CCEWD
	d. Provide auxiliary services at CCEWD or referrals for services that help increase disposable income levels and thus expand housing purchasing power
	1. Provide free tax preparation services to give residents greater access to federal EIC's
	2. Create networks that link renters with subsidized or reduced rate health and child care services
	3. Encourage personal savings via a financial counseling program and possible development of a savings incentive program
	4. ENHANCE ARLINGTON'S QUALITY OF LIFE.
	4.1 RECRUIT MORE "KNOWLEDGE" WORKERS AND YOUNG COLLEGE GRADUATES TO ARLINGTON.
	4.1.1 Develop a marketing strategy aimed specifically at recruiting young knowledge workers/recent college graduates
	a. Consider hiring professional services for the development of a brand, message and materials for the marketing effort
	b. Use Arlington's central Metroplex location, proximity to DFW and affordable housing options as selling points
	c. Focus the strategy initially on the Metroplex and State of Texas
	d. Identify and partner with Arlington businesses that have openings for professional workers to develop an approach to attracting applicants
	e. Work with Arlington's businesses to introduce recruits to the area and help answer any relocation questions
	f. Pursue potential incentives for young professionals/recent college graduates to live and work in Arlington
	1. Work with local businesses that regularly hire professional workers to help develop and fund the incentive program
	4.1.2 Create a graduate retention program for Metroplex colleges and universities, with a focus on helping graduates find jobs in Arlington
	a. Work with Arlington businesses and Metroplex higher education institutions to create internship and co-op programs

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	b. Host job fairs that target recent college graduates and are open to all DFW colleges and universities
	c. Use alumni networks to reach out to college graduates
	4.2 EXPAND ARTS AND CULTURAL AMENITIES IN THE CITY.
	4.2.1 Work to enhance the capacity of Arlington's arts community
	a. Proceed with the Chamber's work to establish an Arlington Arts Council
	1. The Council should oversee arts and cultural asset development and serve as the vehicle for garnering private support of the arts.
	2. The Council should include the City, Chamber, minority chambers, UTA, TCC, AISD, existing arts & culture organizations, large and small employers, and other key entities
	3. Establish the Council as a 501(c)(3) organization
	4. Create a vision statement and action plan derived from the findings of a public input process and comprehensive amenity needs assessment
	a. Consider amenities such as high-end restaurants, art galleries, musical and theatrical performance groups, an "artists" incubator, etc. in development strategies
	b. Maintain the focus of established local arts organizations on providing programs aimed at school children
	b. Leverage federal, state and private grant opportunities offered by the National Endowment for the Arts, Texas Commission on the Arts and similar organizations
	1. Continuing to solicit support from Texas Commission on the Arts and the National Endowment for the Arts
	c. Consider an arts funding initiative that would require developers to pay a small fraction of project costs (1-2%) to help fund the initiatives of the Arlington Arts Council
	1. Ensure that local artists are given priority consideration to develop projects
	d. Partner with UTA's academic programs and organizations in the performing and visual arts to incorporate their existing and future arts and cultural activities.
	e. Encourage the Arlington Museum of Art to attract outdoor art exhibitions to gain wider community visibility
	f. Develop a program to recruit artists and artisans to locate into subsidized studio space in low-cost housing and underutilized buildings/sites in Central Arlington
	1. Partner with building owners and property managers in the redevelopment and reuse of housing and other buildings as artist studios, lofts and gallery space
	2. Consider zoning designating specific buildings/sites for artists lofts or an equivalent category
	3. Develop a best practice artist-recruitment strategy encompassing the Metroplex, state and national markets
	a. Use both Arlington's existing assets and central location within the Metroplex and low-cost housing as selling features of the community
	b. Coordinate with local partners and banks to structure incentives for relocating artists and retaining graduates of UTA's visual arts and architecture programs
	4. Subsidize development of gallery spaces in artists buildings
	5. Develop a program to develop complementary businesses in areas with a high concentration of artists and market it via the Entrepreneur Center
	4.2.2 Capitalize on opportunities presented in Downtown, the Entertainment District, UTA and Arlington's position in the Metroplex
	a. Initiate partnerships among local galleries and other arts facilities to establish local "arts crawls" and other on-going and event-specific programs
	1. Include opportunities for retailers and restaurants to get involved
	b. Welcome the Cowboys in 2009 with public arts displays sponsored by local residents, companies and UTA

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	1. Investigate best practice communities like those that have participated in the "Cows on Parade" exhibit for potential replication.
	2. Sell the displays after the season's end in an auction, giving the proceeds to the new Arlington Arts Council.
	c. Commission UTA visual arts and architecture students for a permanent public arts project for Downtown and the Entertainment District
	d. Promote festivals with cultural arts displays throughout Downtown and the Arlington Museum of Art
	e. Work with Metroplex tourism groups and arts organizations to package regional "art crawls," festivals, and similar events to establish Arlington as an arts destination
	4.3 DEVELOP MORE PARKS, TRAILS, AND OTHER AMENITIES FOR RECREATIONAL ACTIVITY.
	4.3.4 Enhance the community's supply of athletic and recreational infrastructure
	a. Consider the creation of a referendum for voter approval designed to fund park and facility development in Arlington
	1. Aggressively acquire park land in critical areas of Arlington for playgrounds and picnic facilities
	2. Increase park accessibility for all users
	3. Encourage the development of community swimming pools, indoor fitness centers, rock climbing gyms, etc.
	b. Continue the success of River Legacy Park with another flagship project in South Arlington
	c. Work to potentially develop a Rails-to-Trails network in Arlington
	1. Connect regional parks, playgrounds and picnic areas to residential neighborhoods with linear trail networks
	2. Acquire land needed to develop Johnson Creek trail
	3. Create an intensive schedule for reducing \$40+ million in identified backlogged park maintenance in Arlington
	4.3.5 Improve the City's sidewalk network, expand bicycle lane coverage, and focus on public-space landscaping
	a. Use a strategic planning process to assess the current state and availability of Arlington's bike and pedestrian facilities and develop an improvement plan
	1. Focus on connecting sidewalks between neighborhoods and to parks and other recreation areas
	2. Conduct neighborhood planning meetings to gauge Arlington's most pressing needs for improved bike and pedestrian access
	3. Identify sidewalks that are old and in disrepair, and create a schedule for fixing the problems
	4. Launch a "Complete the Streets" campaign to generate public support for pedestrian and bicycle facility development
	b. Encourage neighborhoods to work with the City of Arlington to improve landscaping and streetscaping
	c. Ensure that public safety is a high priority by repainting crosswalks, installing walk signals, and so forth
	d. Aggressively pursue state and federal financial assistance for bike lane and sidewalk development
	4.3.6 Work with regional partners to achieve healthy air quality levels in the Metroplex
	a. Be an active partner in the NCTCOG Regional Transportation Council's work to improve air quality in the Metroplex
	b. Support the work of the Texas Clean Air Working Group and the DFW Green

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	5. PROMOTE COOPERATION AND INCLUSIVENESS IN COMMUNITY INITIATIVES.
	5.1 ENHANCE LOCAL PRIDE AND LEVELS OF ENGAGEMENT IN THE ARLINGTON COMMUNITY.
	5.1.1 Pursue an internal marketing campaign focused on enhancing local pride
	a. Consider contracting with a professional firm to develop a brand, message and materials for an internal marketing campaign
	b. Obtain the support of local print, radio and television media outlets in the endeavor
	c. Establish a program to educate employees of local retail stores, restaurants, hotels and attractions to be ambassadors to Arlington
	5.1.2 Achieve community-wide buy-in for the implementation of the <i>Champion Arlington Strategic Plan</i>
	a. Work with the Arlington Star-Telegram and other local print, radio and TV outlets to maintain regular coverage of this strategy
	b. Host a series of presentations and forums with key constituencies to discuss the strategy and the best means for implementation
	c. For every initiative, solicit the participation of local and regional organizations that have a mission that overlaps with the purpose of the initiative
	d. Proactively monitor benchmarks and performance measures and hold responsible parties accountable for results
	5.1.3 Formalize opportunities for interaction between community stakeholders and elected officials
	a. Organize annual Issue Forums for City and County elected officials and Chamber staff to field questions from stakeholders and discuss key community initiatives
	b. Continue to hold regular City Council Town Hall meetings on key issues
	c. Proceed with plans to develop an expanded version of the Arlingtonforums.net forum
	1. Select a community-designated ombudsman to monitor the forum to ensure that electronic discourse was germane to relevant issues
	5.2 EMBRACE ARLINGTON'S DIVERSITY WHEN ADDRESSING COMMUNITY ISSUES.
	5.2.1 Implement initiatives focused on embracing Arlington's diverse population
	a. Maintain a commitment to partner with ethnic and minority chambers in all community endeavors
	b. In the short-term consider utilizing the resources and best-practice processes of Study Circles to host a session on diversity and bridging existing divides in Arlington
	c. In the long-term, investigate the development of a community structure similar to the Coalition on Race in Maplewood/South Orange NJ
	1. Use the Coalition structure as a marketing/booster organization
	2. Fund the effort through public and private sector investments
	d. Hold an annual Forum on Diversity to formalize interactions between Arlington's many constituent groups
	1. Develop event-specific programming
	5.3 ACHIEVE THE FULL POTENTIAL OF USING STRATEGIC PARTNERSHIPS TO MEET ARLINGTON'S GOALS.
	5.3.1 Assess the viability of creating a new model for economic development in Arlington
	a. Consider all relevant, best-practice models to implement local economic development programs

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	a. Consider all relevant, best-practice models to implement local economic development programs
	b. Include all key stakeholders in discussions of potential models
	c. Determine if additional funding will be necessary to successfully pursue initiatives and the implementation of the Champion Arlington Strategic Plan
	5.3.2 Pursue a public-private partnership approach to all community initiatives
	a. Solicit the participation of local organizations that have missions that overlap with the purpose of community initiatives
	b. When feasible, develop strategic alliances with local service providers to implement community initiatives instead of duplicating resources
	c. Continue to utilize Team Arlington as the vehicle for working with the State and Federal governments
	1. Consider expanding the role of Team Arlington so that the full potential of this partnership to help achieve Arlington's goals can be realized
	d. Maintain the commitment of organizations represented by Stakeholder Groups in the Arlington 2025 process
	5.3.3 Pursue a regional approach to all relevant initiatives
	a. Solicit the participation of regional organizations that have missions that overlap with the purpose of Arlington's initiatives
	1. Conduct a comprehensive assessment of the quality and availability of regional services and support
	2. When feasible, develop strategic-alliances with these service providers instead of building new capacity targeted only at Arlington
	b. Maintain an on-going, positive, and mutually-beneficial relationship with organizations listed in Appendix B
	c. The appropriate respective community leaders should maintain an active role in each of the organizations listed in Appendix B
	d. Coordinate regional economic development and marketing activities
	1. Maintain an on-going effort to partner with regional chambers on activities that contribute to creating mutually-beneficial economic opportunities
	e. Educate citizens and elected officials on the concept of regionalism and the benefits that can be achieved by working together
	5.3.4 Leverage opportunities and resources available from the State of Texas or state-wide organizations

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